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GOVERNANCE STRENGTHENING PROJECT (GSP/TAQADUM)

QUARTERLY PERFORMANCE REPORT (Y5Q4)

July 1 – September 30, 2016

October 27, 2016

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OCTOBER 27, 2016

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SUBMITTED BY CHEMONICS INTERNATIONAL, INC.
Governance Strengthening Project Contract No. AID-267-C-11-00006

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

ARDP	Accelerated Reconstruction Development Plan
AO	Administrative Order
CFO	Coordination and Follow-up Office
COM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
COP	Chief of Party
COR	Council of Representatives
CORRPC	Council of Representatives Regions and Provinces Committee
CSC	Civil Service Council
CSD	Citizen Services Desk
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DG	Director General
DMAP	Decentralization Mapping and Analysis Plan
ESDO	Essential Service Delivery Oversight
FAD	Financial Affairs Directorate
FMIS	Financial Management Information System
FTT	Field Technical Team
GAF	Gap Analysis Form
GAT	Gap Analysis Template
GO	Governor's Office
GOI	Government of Iraq
GSP	Governance Strengthening Project
GSP/Taqadum	Governance Strengthening Project/Taqadum
HCCP	High Commission for Coordination between Provinces
HCCPSEC	High Commission for Coordination between Provinces' Secretariat
HR	Human Resources
IBMER	Investment Budget Monthly Execution Report
ICI	Intergovernmental Coordination Implementation
ICIP	Intergovernmental Coordination Implementation Plan
IDP	Internally Displaced Person
IEA	Iraq Economists Association
ILA	Implementer's Letter of Agreement
IOG	Institute on Governance (Canadian-funded)
IOM	International Organization of Migration
ISF	Iraqi Security Forces
IS	Islamic State
ISIL	The Islamic State of Iraq and the Levant
IT	Information Technology
Law 21	Provincial Powers Act (2008) or "Transfer of Functions" Law, calling for decentralization of the government and the transfer of suitable ministerial "functions" to the provincial governments

LRU	Local Revenue Unit
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MOCHPM	Ministry of Construction, Housing and Public Municipalities
M&O	Monitoring and Oversight
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOLSA	Ministry of Labor and Social Affairs
MOP	Ministry of Planning
MOSGA	Ministry of State for Governorates' Affairs
MOYS	Ministry of Youth and Sports
MMPW	Ministry of Municipalities and Public Works
NGO	Non-Governmental Organization
OD	Organizational Development
PC	Provincial Council
PHCC	Primary Health Care Center
PM	Prime Minister
PMAC	Prime Minister's Advisory Commission
PPDC	Provincial Planning and Development Councils
PPP	Public-Private Partnership
PMU	Provincial Mobilization Units
SAB	Supreme Audit Board
SD	Service Delivery
SDI	Service Delivery Improvement
SDIP	Service Delivery Improvement Plan
SDIPDC	Service Delivery Improvement Plan Development Committee
SDIPIC	Service Delivery Improvement Plan Implementation Committee
SDPS	Service Delivery Performance Standards
SDSR	Service Delivery Status Report
SLIT	Sub-legislation Implementation Tracking
SMART	Specific-Measurable-Achievable-Realistic-Timebound
SOPs	Scope of Work
SPMS	Standard Performance Management System
SS	Success Story
STTA	Short-term Technical Assistant
SWOT	Strengths-Weaknesses-Opportunities-Threats
TA	Technical Assistance
Taqadum	Arabic for "moving forward"
TD	Treasury Department
TCMS	Trash Collection Management System
TTF	Technical Task Force
USAID	United States Agency for International Development
USG	United States Government

MAIN GSP/TAQADUM DECENTRALIZATION ACHIEVEMENTS

Valued by counterparts for its political neutrality, responsiveness to current needs, and the caliber of its technical and management level staff, *GSP/Taqadum* has worked hand in hand with the Government of Iraq at both the federal and provincial level, to help establish a successful foundation for decentralization efforts. These efforts have aligned with the Iraqi Constitution and Law 21, as amended, and will lead to improved delivery of services to Iraqi citizens. Project interventions include various activities in administrative, legal, financial, organizational development, and service delivery areas. Below are the main achievements made by the project and Iraqi governments to further decentralization efforts:



Provincial Coordinator, Dr. Saad Al Ibrahim, briefing participants on how to analyze the functions using the project developed DMAP

- DECENTRALIZATION MAPPING AND ANALYSIS PLANS (DMAPS):** DMAPs for the initially targeted eight directorates of the Ministries of Health, Education, and Municipalities and Public Works have been completed and agreed upon by all 15 provinces and sent to the High Commission for Coordination between Provinces (HCCP). Sectoral Committees for the 10 newly transferred directorates of the four ministries (Ministry of Agriculture - MOA; Ministry of Construction and Housing - MOCH; Ministry of Labor and Social Affairs - MOLSA; and Ministry of Youth and Sports- MOYS) have been formed, received training, and reviewed their respective, initially-developed with *GSP/Taqadum* assistance, Decentralization Mapping and Analysis Plans (DMAPs). The initial analysis of these DMAPs have been completed by the pilots (Babil –MOLSA; Baghdad and Kirkuk – MOCH; Najaf – MOYS; and Wasit – MOA) and shared with non-pilot provinces.
- MINISTERIAL ORDERS TRANSFER:** Seven (Health; Education; Municipalities and Public Works; Construction and Housing; Labor and Social Affairs; Agriculture; Youth and Sports) out of the total of eight Service Delivery Ministries have issued Ministerial Orders (with the exception of the Ministry of Finance) ordering the transfer of 18 directorates along with the gradual transfer of their respective functions.

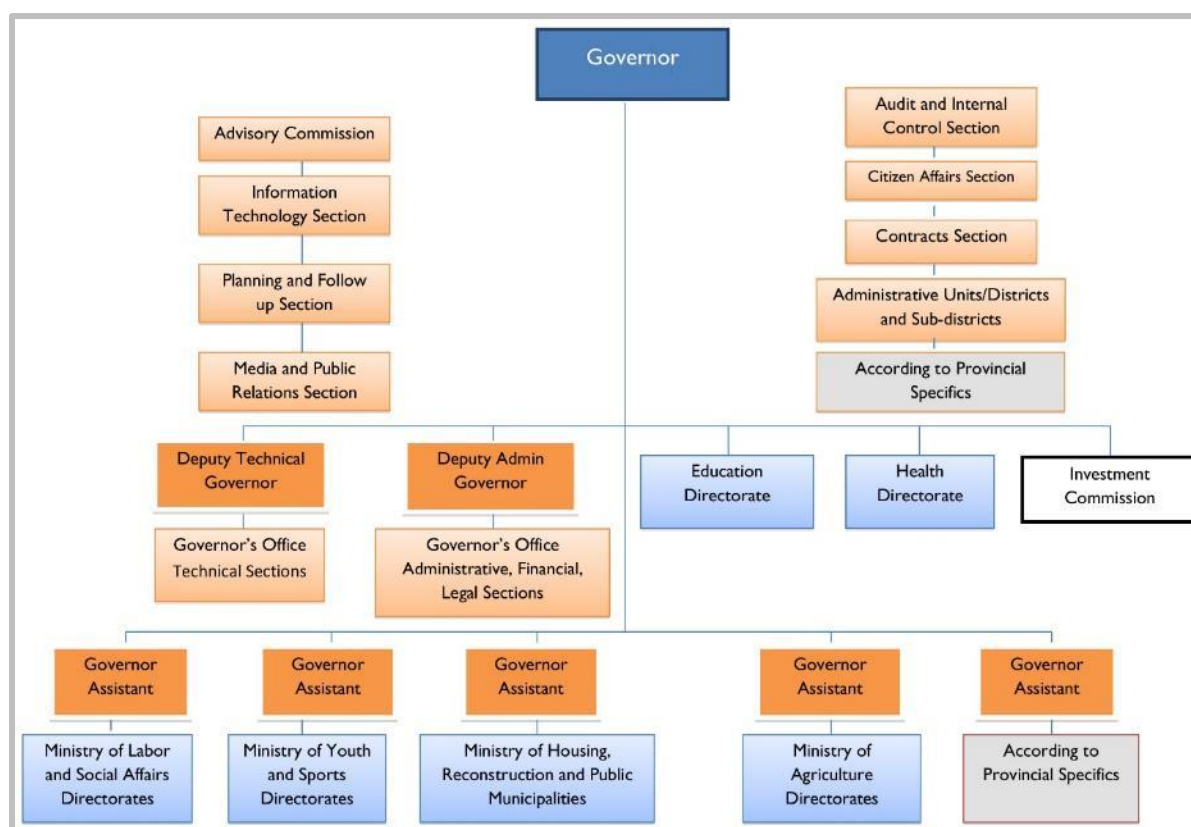
- **MINISTRY STAFFING INVENTORY LISTS:** The Ministry of Finance (MOF) has issued letters to the ministries asking them to provide it with their respective lists of employees, salaries, and funds slated for transfer to the provinces. Efforts are currently underway by the provinces and ministries to complete their lists.

To date, only the Ministry of Health (MOH) has complied with the request. The MOF has transferred funds to provincial Agriculture Directorates.



Salah ad Din's Governor Advisor for Decentralization, Mr. Mohammed Koja, participating in the FAD Financial Procedures workshop in Erbil

- **FINANCIAL AFFAIRS DIRECTORATES (FADS):** To date, FADs are functional in 12 provinces. In the remaining three provinces (Maysan, Ninawa, and Salah ad Din), FAD staff has been trained, and the FADs are ready to function as soon as MOF authorizes the opening of the required bank accounts. Twelve provinces (excepting Anbar, Ninawa and Salah ad Din) have adopted an Internal Audit Guide based on the Federal Supreme Audit Board's guidelines.
- **LOCAL REVENUE GENERATION:** 1) Thirteen provinces (with the exception of Ninawa and Salah ad Din) have completed the establishment of their respective Local Revenue Generation Units; 2) the 12 provinces (with the exception of Anbar, Ninawa, and Salah ad Din) have adopted road maps for local revenue generation; and 3) all 15 provinces have drafted provincial revenue law, and five provinces (Baghdad, Basrah, Diyala, Kirkuk, and Wasit) have adopted new local revenue law. The next steps regarding generating local revenues is pending based on further clarification of Articles 25 of the 2016 Budget Law and 44 of Law 21 as amended regarding local revenue generation and the opening of the required bank accounts by MOF.
- **INVESTMENT BUDGET DEVELOPMENT:** Twelve provinces (with the exception of Anbar, Ninawa, and Salah ad Din) have completed the training for and adoption of the Investment Budget Preparation Procedures and drafted the 2017 Project Priority list.
- **CAPACITY BUILDING:** GSP/Taqadum has trained 6,775 (Male: 5,256, Female: 1,519) unduplicated government staff since June 2014 through technical assistance sessions and learning-by doing activities.



New Governor's Office Organizational Chart

- GOVERNOR'S OFFICE ORGANIZATIONAL CHART DEVELOPED:** The five provinces of Babil, Basrah, Dhi Qar, Diwaniyah, and Maysan have adopted the Governor's Offices Organizational chart that was endorsed by Prime Minister Dr. Haider Al-Abadi, and the 11 provinces of Baghdad, Babil, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Najaf, and Wasit have adopted to some extent the distribution model of roles, responsibilities, and authorities between the Governor and the eight transferred directorates of the Ministries of Health, Education, and Municipalities and Public Works.
- E-COMMUNICATION SYSTEM:** The six provinces of Dhi Qar, Diyala, Kirkuk, Muthanna, Najaf, and Wasit have begun to implement the e-Communication system that facilitates the sending and receiving of documents via Internet e-mails.



Najaf's Provincial Council voting on adopting the Notary Law and funding e-Communication system



Dhi Qar Water Directorate posting banners in the office's reception room that depict the Standardized Streamlined Service Procedures

- **PROCESS MAPPING AND STREAMLINING:** 1) GSP/Taqadum, in cooperation with the provinces, developed and streamlined 143 process maps for citizen-centered services; and 2) the 12 provinces of Baghdad, Babil, Basrah, Dhi Qar, Diyala, Diwaniyah, Karbala, Kirkuk, Muthanna, Maysan, Najaf, and Wasit adopted the respective process maps, which are currently in the process of being posted and advertised via a variety of means by the directorates.
- **LEGAL FRAMEWORK CAPACITY BUILDING:** The 12 provinces of Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Muthanna, Najaf, Ninawa, and Wasit have adopted at least one legal mechanism that enable the initially targeted directorates to perform legal functions regarding the new, post-transfer relationships with their relevant local government and ministries.
- **SERVICE DELIVERY IMPROVEMENT PLANS (SDIPs)**
 - A total of 438 (69 percent) of the 638 short-term solutions contained in the initial 37 Service Delivery Improvements Plans (SDIPs) for the Health, Education, and Municipality Sectors in the initially targeted seven provinces of Babil, Baghdad, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit have been implemented.
 - An additional 27 SDIPs for the Health, Education, and Municipality sectors in the additional five provinces of Basrah, Dhi Qar, Karbala, Maysan, and Muthanna have been completed, a total of 46 (11 percent) of the total 425 short-term solutions contained in the 27 SDIPs have been implemented.
 - The five provinces of Babil, Dhi Qar, Diwaniyah, Karbala, and Maysan have adopted officially the Performance Management-based Service Delivery Improvement Process.
- **POST-CONFLICT CAPACITY BUILDING:** The building of staff capacity in two of the three northern provinces of Anbar, and Salah ad Din, as well as Diyala has been completed, including team establishment, action plan development, and performance of field assessments. Ninawa completed all except for the field assessments, which were delayed due to the operations to liberate Mosul.

A. OVERVIEW

Per Section F.7A (a) of Contract AID-267-C-11-00006 this Quarterly Performance Report summarizes the activities and accomplishments of the Governance Strengthening Project (GSP/Taqadum) for the fourth quarter of FY2016, from July 1 to September 30, 2016.

“... democratic decentralization, involving the transfer of administrative, fiscal, and political power, is necessary for decentralization to be successful and for sustainability to be a reality. Democratic decentralization is significantly strengthened when mechanisms are created at the local level to facilitate the local level planning process, linking government staff to civil society. Such partnership often necessitates a change in the mind-set of its members as well as resources devoted to strengthening the capacities and skills necessary for effective facilitation of such processes...”

Experiences from India, extracted from UNDP, Draft Report on Global Workshop on UNDP/MIT Decentralized Governance Research Project, Amman, Jordan, June 14 - 16, 1998, p. 3

BACKGROUND

Since its inception in 2011, USAID/Iraq's GSP/Taqadum Project has engaged with provincial leaders to increase accountability and transparency in local governance and improve provincial-level service delivery. The key element throughout the project has been building the capacity of the local government to better provide services to its citizens. We have made advances in building the capacity of provincial governments to plan and deliver services with the participation of their constituents. Designed to transfer knowledge and strategies through innovative standardized systems and effective methodologies, GSP/Taqadum has worked side-by-side with provincial leaders and their staff and developed a unique and wide-ranging set of tools. The transfer of these tools, processes, and methodologies to local governments ensures replication and will sustain Iraq's provincial government organizational structure far into the future, thus benefitting citizens for generations to come.

Leveraging technical expertise, decades of shared experience, and a deep commitment to support Iraq's decentralization process in ways that are best for the country and its citizens, our overall goal has been and remains, to prepare plans whereby Article 45 of Law 21, as amended, (also known as the Provincial Powers Act (2008) or “Transfer of Functions” Law), is implemented.

In doing this, GSP/Taqadum has been guided by the following six main steps:

- Forming and training of provincial task forces and sectoral committees.
- Identifying and diagnosing the “as is” situations related to the functions, roles, relationships, laws, regulations, and instructions within the local directorates and their relationships with the targeted ministries, the Governors' Offices (GOs), and provinces.
- Defining, analyzing, categorizing, and assigning ministerial functions to the appropriate level of governments based on comprehensive criteria and elements.
- Developing financial, administrative, and legal frameworks for the transfer of functions.
- Discussing and agreeing on the functions mapped and those to be transferred between central and provincial governments.

- Building the capacity of the provincial directorates and GOs to receive and perform the functions transferred efficiently and effectively.

Law 21 was amended for the second time in August 2013. Passage of this second amendment mandates that governance will be decentralized by delineating certain powers to provincial levels of government, enabling them to enact provincial legislation, regulations, and procedures; and transferring suitable technical, legal, and administrative powers or ministerial “functions” of eight ministries to provincial governments of provinces not incorporated into a region.

The passage of this amendment presented a unique window of opportunity for the U.S. Government to sustain and deepen its investment in local governance and provincial service delivery. At the same time, it represented an urgent challenge for USAID to maximize provincial capacity building over an admittedly short timeframe and when corruption and gaps in capacity still pervade provincial-level legal, financial, and human resource systems.

GOALS AND OBJECTIVES

MAJOR ELEMENTS

GSP/Taqadum has worked with 15 targeted provinces (Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala Karbala, Kirkuk, Maysan, Muthanna, Najaf, Ninawa, Salah ad Din, and Wasit) and three targeted ministries (Municipalities and Public Works, Health, and Education) to develop and implement plans for administrative decentralization, based on Law 21, as amended, consisting of two major components:

- **Transfer of Functions** – develop/implement an Intergovernmental Coordination Implementation Plan (ICIP) by way of consensus, which identifies tasks, services, and competencies to be gradually transferred from the federal to provincial levels of government, based on Article 45 of Law 21, as amended, and supported by legal, administrative, and financial frameworks. *GSP/Taqadum* works in cooperation with the various levels of government to apply these plans and frameworks, as well as build their capacity and system to successfully and sustainably complete the transfer process.
- **Delivery of Citizen-centered Community Services** – develop/implement Service Delivery Improvement Plans (SDIPs). *GSP/Taqadum* works in cooperation with local government entities to complete and apply plans that will deliver citizen-centered services (municipality, sewer, water, primary education, and primary health care) in the provincial communities to actually improve the lives of the Iraqi people.

These two elements combined – the transfer of functions and the delivery of citizen-centered community services – are agents of stability and security that will help to foster the sustainable, peaceful coexistence of all Iraqis.

EXPANSION

Thanks to the project’s successes, developments in Iraq’s political situation and Government of Iraq appeals for *GSP/Taqadum* to expand and extend its efforts, this quarter opened with Chemonics responding to a request from USAID to further expand its work plan by increasing the number of supported ministries from three to seven over the course of an additional year, until September 2017. The project spent the previous quarter making preparations to enter this new but highly familiar territory, thus deepening its interventions in sectors where it had worked previously and widening its scope to accommodate a greater number of sectors and services in the anticipated

added ministries. Building on those preparations, this quarter *GSP/Taqadum* deepened this preparatory work with selected sectors within the four newly added Ministries of Agriculture, Youth and Sport, Construction and Housing, and Labor and Social Affairs. This expansion includes: 1) development and implementation of Decentralization Mapping and Analysis Plans (DMAPs) in 15 provinces; and 2) development and implementation of short-term, high impact Service Delivery Implementation Plans (SDIPs) in transferred provincial directorates of the seven ministries in 12 provinces. Development of DMAPs in the three ISIL-controlled provinces is also planned, with SDIP implementation focused on post-disaster capacity building for service delivery.

PARADIGM SHIFT: IRAQ'S PROVINCES ONBOARD WITH DECENTRALIZATION

Decentralization will and is happening in Iraq, despite all the obstacles it faces because Law 21, as amended, calls for a decentralized system of government. Historically, the impact of decentralization has been demonstrated by improvements in the quantity and quality of citizen-centered services, as well as the ease by which citizens can access those services. Despite the country's current security, political, and economic upheaval, local governments are waking to and welcoming the reality of decentralization. Local governments, and even more so, their constituents, see decentralization as a remedy to many of the ills they suffer from: corruption; economic instability; and inadequate, hard to access, and in some cases, the absolute lack of much needed, life-stabilizing services.

In addition, decentralization is happening thanks to the cooperative work the provincial governments have been doing with *GSP/Taqadum*. Project specialists continue to work closely in all the provinces, providing performance measurement tools and approaches. From these, the provinces have developed, in cooperation with the project, performance standards, indicators, and Service Delivery Improvement Plans (SDIPs) that contain short- and long-term solutions, that once implemented, work to improve services in their communities. These plans are sustained by legal, financial, and administrative supports and structures that the local governments have been actively developing, enhancing, and using – again in cooperation with *GSP/Taqadum* – to enhance the lives of citizens in their communities by increasing the quality, quantity, and accessibility to services.

This enormous paradigm shift toward decentralization and its focus on improving service delivery is highlighted by the following letter, sent by Kirkuk Governor to the main Service Directorates in the province: Kirkuk Governor Najim Al-Din Omar, in letter No. 3117 dated April 18, ordered the Health, Education, Municipality, Sewer, and Water Directorates to “submit a report containing: 1) all unimplemented short- and long-term solutions as cited in the Service Delivery Improvement Plan (SDIP); 2) reasons for solutions not being implemented; 3) the importance of implementing of these solutions and the number of beneficiaries; and 4) suggestions for the successful implementation of the SDIPs.”

Both citizens and local governments are also beginning to realize that the local government alone is responsible for the delivery of services. The blame can no longer be pointed at the centrally located, Baghdad-based federal ministries as the cause of the lack or gaps in services. The responsibility for identifying and appropriately delivering services that will improve citizen's lives lies squarely in the hands of local government officials. As soon as the Ministry of Finance collects and transfers to the local governments the devolved directorates staff, competencies, properties, and allocated funds currently in the hands of the Ministries, the local governments will have much more discretion to improve services and increase provincial development. To its full extent, Law 21, as amended, is superior to all the Ministerial Orders, and the local governments understand it and will use it.

B. SUMMARY OF KEY ACTIVITIES

EXTENSION – PLANNING THE ROAD AHEAD

This quarter began with a celebratory atmosphere as word arrived from USAID on June 27 confirming the project's long anticipated extension.

"I would like to thank you and congratulate you for this last one-year extension. This extension is an exception and goes beyond the four-year, plus one option year contract. It is a testimony of your hard work, teamwork, and focus on outcomes. The Contracting Officer had similar words about the GSP/Taqadum team while approving the modification."

*Chief of Party, Mr. Cameron Berkuti
June 27, 2016, sent to staff via email*

Both overjoyed and relieved to see this true commitment of USAID to stay the course and add to the hard earned successes the project team had won over its first five years, staff welcomed this opportunity to continue building on the foundational decentralization work done to date. It must be noted here, that out of the 113 GSP/Taqadum staff (at the time news came of the extension), 108 are Iraqi locals who live in the communities they work within. Among the five non-locals, the COP and DCOP are both Iraqi born with dual citizenships who have been working in Iraq for well over a decade. This makeup is a point of pride for all in the project, which by its very substance, represents that hard to access and yet constantly sought after "street" awareness and commentary. Indeed, GSP/Taqadum staff represents every layer of life across the country.

ALL HANDS ON DECK AS GSP/TAQADUM GATHERS TO REVIEW WORK COMPLETED TO DATE AND CHART THE WAY FORWARD



GSP/Taqadum COP, Mr. Cameron Berkuti, reviewing the project's extension work plan

ERBIL On July 17-19 GSP/Taqadum held a meeting of the project's management, Lead Team members, and Provincial Coordinator staff that oversee work in the 15 provinces and reviewed the progress to date, achievements, and next steps of the project's one-year extension. All hands were on deck, offering opinions and feedback as Chief of Party, Mr. Cameron Berkuti, did a line-by-line

review of the project's extension work plan, and then led all participants through a detailed, three-day brainstorming session discussing: 1) how the work plan will be implemented; 2) the various ways to share the Decentralization Mapping and Analysis Plan (DMAP) among the provinces; and 3) the needs and challenges the provinces will face as they implement the steps needed to transfer the functions and improve services.

E-COMMUNICATION AND E-MONITORING

DIYALA AWARDS WASIT AND GSP/TAQADUM CERTIFICATES OF APPRECIATION FOR THEIR E-COMMUNICATION SYSTEM DEVELOPMENT SUPPORT AND THE PROJECT'S DECENTRALIZATION EFFORTS



Among the attendees of the August 23 MOYS Directorate of Youth and Sports SDIP workshop was Diyala's Governor's Office Legal Division Manager, Mrs. Lamyaa Sha'lan, who came representing Diyala's Governor, Muthanna Al-Timimi. In her official role as the Governor's representative, Mrs. Sha'lan presented Certificates of Appreciation to GSP/Taqadum and Wasit for their cooperation with Diyala and the sharing of Wasit's e-Communication experience. ***"The program was new in Diyala's administrative work arena,"*** said Mrs. Sha'lan. ***"But thanks to Wasit sharing its experience with our provincial staff and supporting the development of its e-Communication program, it is a great success today. We also give a Certificate of Appreciation to GSP/Taqadum for two reasons. First, because of its very supportive role providing Diyala with the much-needed e-Communication System development and implementation advice. And second, for its distinctive role laying the foundation for the transfer of functions and facilitating Diyala's provincial government moving from a centralized to a decentralized system, in accordance with Article 45 of Law 21, as amended."***

E-COMMUNICATION SYSTEM LAUNCHED IN YET ANOTHER PROVINCE



Najaf Deputy Governor Abbas Al-Elyawi (l) and Governor Advisor for Service Affairs, Mr. Ahmed Al-Hilu (c), launching the e-Communication System

NAJAF On August 31, the local government hosted a public meeting for 54 Governor's Assistants and Advisors, including Deputy Governor, Mr. Abbas Al-Elyawi; and local Directorate representatives to launch its e-Communication and e-Tracking systems, developed in cooperation with GSP/Taqadum. USAID field monitor, Mr. Ayman Atiya, was also in attendance.

Deputy Governor Al-Elyawi kicked off the event by thanking the *project*, stating, "GSP/Taqadum continues to provide us with exciting initiatives that lead to modern government such as the newly proposed e-Communication and e-Tracking systems." Officially announcing the e-Communication system as a first step to be followed by an e-Tracking component that will track provincial projects, Deputy Governor Al-Elyawi highlighted that the Governor's Office (GO) is allocating the month of September as a trial period for the directorates to use and work out any kinks in the system. Any problems the directorates experience with the e-System are required to be reported no later than September 6. Once the September trial period ends, Governor Luay Al-Yasiri will issue an order obligating the directorates to: 1) use the system for all communication; and 2) eliminate the use of paper correspondence by October 1.

GSP/Taqadum, together with e-Communication Committee Chair, Mr. Mushtaq Talib, briefed attendees on the e-Communication concept. Illustrating how the local government purchased the secured domain, participants were then taken through a practical exercise on how to use the system.

Governor Advisor for Service Affairs, Mr. Ahmed Al-Hilu, then explained how Najaf's GO will publish all the streamlined process maps, developed in cooperation with GSP/Taqadum, on the province's new e-Gate, and upload all the Service Delivery Improvement Plans (SDIPs) of the eight targeted ministries included in Article 45 of Law 21, as amended. Widely covered by the media, reports on the event can be found via the following links:

- <http://tinyurl.com/hjen5zb>

- <https://www.facebook.com/profile.php?id=100006303277351&fref=ts>
- https://www.facebook.com/mushtaq.talib3/posts/1130253993728728?comment_id=1130315193722608¬if_t=like¬if_id=1472679301656546

COORDINATION OF EFFORTS WITH MOP, SAB, COMSEC, AND OTHER GOVERNMENT AND NON-GOVERNMENT ENTITIES

MOP EXAMINES PPDC RESTRUCTURING AND ADDITIONAL COOPERATIVE EFFORTS WITH GSP/TAQADUM



MOP Deputy Minister of Planning, Dr. Maher Johan (speaking) exploring ways GSP/Taqadum could support the Ministry of Planning's decentralization activities

BAGHDAD A follow-up meeting was held on July 4 to a June 8 meeting where *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti, began discussions with Deputy Minister of Planning (MOP), Dr. Maher Johan, and MOP Local Development Unit Manager, Ms. Aidah, on the restructuring of the Provincial Planning and Development Councils (PPDCs) to enable them to lead development in the provinces by focusing on the main players and developing a model to manage their respective roles and responsibilities. During the July 4 meeting, *GSP/Taqadum* Capacity Building Specialist, Mr. Haitham Al-Hassani, and Senior Organizational Development Specialist, Mr. Besman Al-Jebouri, met with Dr. Johan, Ms. Aidah, and Director General of MOP's Local Development Directorate, Mr. Mohamed Al-Sayd.

After a review of *GSP/Taqadum*'s PPDC Restructuring Report and Proposal, Dr. Johan made a few changes and said he would circulate the report to get additional comments in time for the next Council of Minister's Secretariat meeting that will discuss the PPDC restructuring.

Dr. Johan also made the following requests of *GSP/Taqadum*:

- Provide clarification on the *project's* work plan: The MOP would like to compare *GSP/Taqadum's* work plan to that of other international agencies (such as the World Bank and the Canadian-based Institute on Governance) to determine what MOP needs are not being covered that could then be worked on in cooperation with *GSP/Taqadum*.
- Conduct a Focus Group meeting with MOP specialists to help identify the main tasks *GSP/Taqadum* will address in its activities with the MOP.

- Given Dr. Johan shares *GSP/Taqadum*'s vision of involving the provincial Districts and Sub-districts in decentralization, he asked that the *project* suggest ways to involve them.

SUPREME AUDIT BOARD (SAB) COMES ON BOARD WITH DECENTRALIZATION



GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, briefing SAB President Dr. Salah Khalaf (l) and key SAB officials on the project's decentralization work to date

BAGHDAD A promised follow-up to an impromptu meeting during *GSP/Taqadum*'s June 19-20 National Local Financial Management Forum in Erbil, occurred on July 25 when Chief of Party (COP), Mr. Cameron Berkuti; Senior Specialists Mr. Najed Hamody (Budgeting), Mrs. Khadija Al-Jabiri (Policy), Mr. Ahmed Al-Sinjari (Legal); and Mr. Haitham Hameed (Capacity Building), met with Supreme Audit Board (SAB) officials, including SAB President, Dr. Salah Khalaf; Deputy President, Ms. Aalaa Kadhim; and Legal and Administrative Department Manager, Mr. Ahmed Saleem. As a result of this meeting, the participants agreed to hold a joint workshop consisting of *GSP/Taqadum*, SAB, and local government officials to review the *GSP/Taqadum*-developed financial framework; as well as the federal government's role in accountability, monitoring, and oversight of the decentralization implementation process.

Signaling the beginning of laying the groundwork for the development of a decentralization-supportive working relationship between the project and the SAB, Mr. Berkuti stressed the importance of the SAB's role in the accountability, performance monitoring, and financial auditing of local governments once decentralization is implemented.

Mr. Hamody then briefed the participants on: 1) the challenges facing local governments as they implement decentralization; 2) the decentralization financial framework; and 3) *GSP/Taqadum*'s support of local government via its provision of a financial system that includes the establishment of functioning Financial Affairs Directorates (FADs).

Thanking *GSP/Taqadum* for its efforts supporting local governments' understanding of decentralization, Dr. Khalaf highlighted the scientific nature of the Decentralization Mapping and Analysis Plan (DMAP) and how it assists both the local and federal governments to understand the steps that need to be taken to implement decentralization, given Iraqi officials maintain a more centrist view of governance. Dr. Khalaf and Ms. Kadhim agreed on the importance of the role of the SAB in achieving decentralization. Since most of the local governments do not have a clear vision of this role, Dr. Khalaf stated that the following aspects need to be explained to them: 1) how accountability works under decentralization; 2) which entities should assume the accountability role

and what standards should be adopted; 3) the financial system and documentation that should be followed; and 4) the relationship between the federal and provincial governments.

MOH AND GSP/TAQADUM AGREED TO HOLD COORDINATION MEETING

BAGHDAD On July 25, *GSP/Taqadum* met with the Health Deputy Minister for Administrative Affairs, Dr. Zamel Al-Uraibi, and reviewed: 1) the upcoming coordination meeting between the Ministry of Health (MOH) and Provincial Officials in August; and 2) transfer of staff, allocations, and inventory to provinces.

Dr. Al-Uraibi talked about: 1) roles of MOH and provinces in the transfer process; 2) *GSP/Taqadum's* invitation letter to Health Minister, Dr. Adeela Hammoud, in connection with the upcoming meeting; and 3) the significance of holding an Accountability Workshop identifying MOH roles and responsibilities. Dr. Al-Uraibi and *GSP/Taqadum* agreed to hold the coordination meeting with Health Directorates and GOs on September 1.



MOH Deputy Minister for Administrative Affairs, Dr. Zamel Al-Uraibi (c), with GSP/Taqadum staff (l)

CHALLENGES FACING DECENTRALIZATION EFFORTS DISCUSSED WITH COMSEC OFFICIALS



CFGCO officials reviewing main challenges facing decentralization with project's delegation

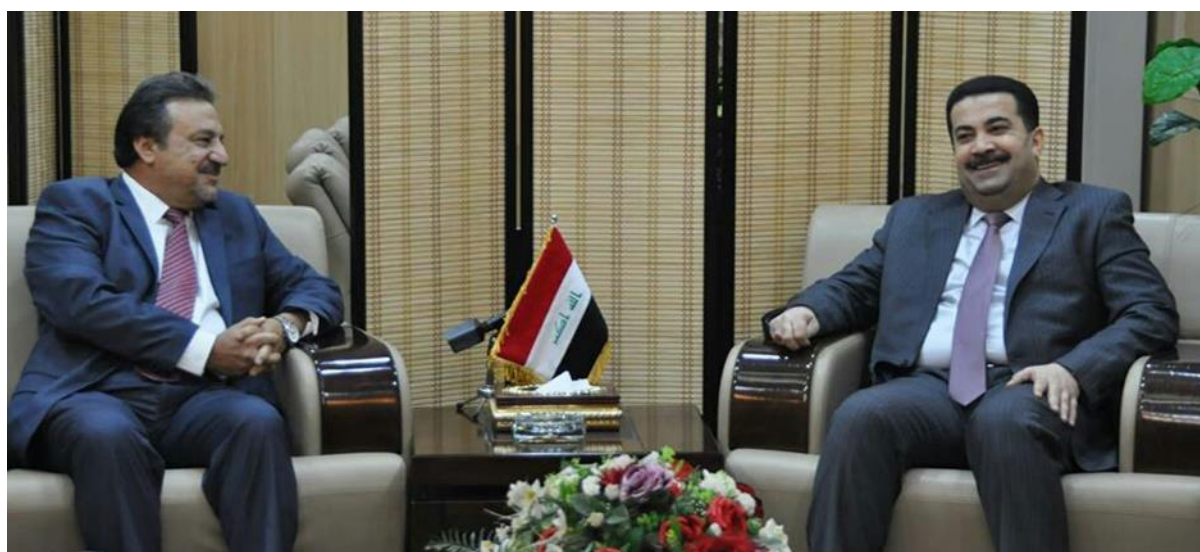
BAGHDAD On July 26, USAID Contracting Officer Representative, Mr. Abdul Kareem Kasim, *GSP/Taqadum* Chief of Party (COP), Mr. Cameron Berkuti, and Senior Specialists, Mr. Wisam Al-Dujaily (Regional Manager); Ms. Khadija Al-Jabiri (Policy); and Mr. Haitham Hameed (Capacity Building), met with the Council of Ministers Secretariat's (COMSEC's) Follow-up and Government Coordination (CFGCO) Director-General, Mr. Riyadh Mohammed; Government Program Department (GPD) Manager, Ms. Jinan Kadhim; and GPD Assistant, Ms. Vivyan Al-Nassir. The main points discussed were: 1) the ongoing decentralization efforts; 2) the challenges facing transfer of functions; and 3) the national conference proposed by the CFGCO.

Mr. Berkuti pointed out that the delay in transfer of staff, properties, and salaries, as well as opening bank accounts for the Financial Affairs Directorate are the main steps left to operationalize the decentralization system.

Mr. Fadhil suggested a meeting be held bringing together the MOF, *GSP/Taqadum* and COMSEC to facilitate the transfer process. He talked about the upcoming Decentralization Conference proposed by COMSEC to be held under the auspices of Prime Minister (PM), Dr. Haider Al-Abadi, in cooperation with the *project*.

The next day on July 27, the same *GSP/Taqadum* delegation met with Council of Ministers' General Secretary Assistant, Mr. Rahman Issa, and discussed up-to-date *project* accomplishments and way forward. ***"GSP/Taqadum, program and staff, have made great efforts in support of the Federal and local governments' work on decentralization and succeeded in achieving consensus on this issue,"*** said Mr. Issa, adding that it will require more time and patience to transition from the central to decentralized way of thinking.

MINISTER OF LABOR AND SOCIAL AFFAIRS (MOLSA) SUPPORTS DECENTRALIZATION



Minister of Labor and Social Affairs, Mr. Mohammed Al-Sudani (r) meeting with GSP/Taqadum COP, Mr. Cameron Berkuti

BAGHDAD On July 28, *GSP/Taqadum* Chief of Party (COP), Mr. Cameron Berkuti, and Senior Specialists, Mustafa Thahib (Regional Manager); Khadija Al-Jabiri (Policy); Haitham Hameed (Capacity Building), Ahmed Al-Sinjari (Legislative), Nazar Abdulokhwa (Service Delivery) and Jaafer Shareef (Capacity Building), met with the Minister of Labor and Social Affairs, Mr. Mohammed Al-Sudani, at his office.

Soliciting the Minister's view on the decentralization progress and the transfer of functions, *GSP/Taqadum* briefed the Minister on the *project's* approach, major achievements, and next year plan, particularly regarding accountability. ***"Decentralization is a new experiment in the Iraqi history and we need to raise the citizen awareness about it,"*** said Minister Al-Sudani, expressing his support for a decentralization that grants and transfers more authorities and functions to the local governments. ***"I was a Governor and Provincial Council (PC) Chair before being a Minister; therefore, I realize the local governments' persistent need for these authorities to perform their roles in a proper and effective manner. Article 45 of Law 21 states that the Governor would be in charge of the administrative and financial system of the transferred directorates,***

but it does not mention their technical commitments. It would be highly appreciated if GSP/Taqadum assisted the Federal and local governments in clearing up that confusion.”

GOVERNOR SEEKS GSP/TAQADUM'S ASSISTANCE REGARDING DECENTRALIZATION-RELATED ISSUES



GSP/Taqadum briefing Governor Al-Turaihi (right center) on recent decentralization developments

KARBALA On August 3, GSP/Taqadum met with Governor Aqeel Al-Turaihi, and updated him on the project's recent achievements and activities with the directorates of the four added ministries' Financial Affairs Directorates (FADs), and legal issues requiring his intervention.

Mr. Al-Turaihi suggested: 1) a meeting be held with FAD Budgeting and Accounting Sections; and 2) a restructuring of the FAD, in cooperation with GSP/Taqadum, to replicate Najaf's structure. Stating he would meet with Directorate Legal Sections to review the GSP/Taqadum-developed legal instruments aimed at assisting Directorates to exercise legal functions (such as Administrative Investigation, Legal Counseling, and Property Management), Mr. Al-Turaihi asked project staff to assist in: 1) conducting a comprehensive analysis of provincial revenue generation opportunities; and 2) reviewing the Inspector-General Office authority over transferred directorates, in accordance with Article 45 of Law 21, as amended. USAID Field Monitor, Mr. Ayman Atiya, was also in attendance. The meeting was published on Governor's Facebook page:

<https://web.facebook.com/News.Aqeel.Turaihi/photos/pc>

MOHE AND GSP/TAQADUM MEETING RESULTS IN A PLANNED JOINT DECENTRALIZATION WORKSHOP AND OTHER COOPERATIVE EFFORTS

BAGHDAD On August 4, a GSP/Taqadum delegation, including Chief of Party (COP), Mr. Cameron Berkuti, met with the Minister of Health and the Environment (MOHE), Dr. Adeela Hamood, which resulted in participants agreeing to conduct a joint MOHE-GSP/Taqadum workshop, that according to Dr. Hamood will be aimed at developing a Ministry-Provincial government accountability framework, defining the nature of the technical relationship between the Ministry and transferred Directorates, and will facilitate "provincial governments to provide better services for citizens." The meeting was followed by a press conference where Dr. Hamood emphasized GSP/Taqadum's positive role in the functions transfer process, as well as related challenges and successes.

Mr. Berkuti kicked off the meeting by briefing Dr. Hamood on *GSP/Taqadum's* role and accomplishments on functions transfer and decentralization. Commending the *project* for its excellent reputation among the provinces, Dr. Hamood said, ***"I am committed to working with the project to make this decentralization process a success."*** Expressing concern regarding attempts on the part of Governors to appropriate authorities belonging to MOH Directors in the face of the *GSP/Taqadum*-developed model that depicts the distribution of roles, responsibilities, and authorities between the Governors and Health Directors. Dr. Hamood did say the MOHE agreed to a gradual transfer of functions and as of March 3, 2016, had begun to devolve the Health Directorates.

"The *project* is working to develop a management model for managing the transferred Directorates," responded Mr. Berkuti, "taking into consideration the distribution of roles and responsibilities between Governors and targeted Directorates. It has also begun to define the technical relationships between the MOHE, Governor's Office, and Directorates."

Expressing her enthusiasm for *GSP/Taqadum's* support in defining these technical relationships, Dr. Hamood said she had already discussed this with Prime Minister, Dr. Haider Al-Abadi.

Later, at the press conference, Mr. Berkuti thanked Dr. Hamood for her cooperative efforts and highlighted that the MOHE was the first to send a list of their staff to be transferred to the provincial level. He also announced that *GSP/Taqadum* would address the nature of the technical relationships between the Ministries and provincial Directorates to ensure better services. ***"Effective implementation of Ministerial policies and standards by the provinces,"*** said Mr. Berkuti, ***"is one of the main reasons bolstering successful decentralization experiments around the world."*** (Note: To see the entire contents of the press conference, go to: <http://tinyurl.com/gkob5lz>)



Minister of Health and the Environment, Dr. Adeela Hamood, and GSP/Taqadum COP, Cameron Berkuti, holding a joint press conference

PC CHAIR, DR. RIYADH AL- ADHADH DISCUSSES DECENTRALIZATION ISSUES WITH GSP/TAQADUM DELEGATION

BAGHDAD On August 6, a *GSP/Taqadum* delegation, including Chief of Party (COP), Mr. Cameron Berkuti, met with Provincial Council (PC) Chair, Dr. Riyadh Al-Adhath, where all agreed: 1) to actively engage with the Ministry of Finance (MOF) to facilitate the transfer of functions and Directorates; and 2) on the need to clearly define the post-decentralization roles and responsibilities between PCs, Governors, and Directors, as well as the relationships between the Federal and provincial governments.

After a review of the *project's* activities and achievements regarding the transfer of functions and next steps, Mr. Berkuti briefed Dr. Al-Adhath on his recent meetings with Labor and Health Ministers and Supreme Audit Board (SAB) officials; and the post-decentralization roles and responsibilities of PCs, Governors, and Directors.

In turn, Dr. Al-Adhath updated Mr. Berkuti on: 1) the current transfer of functions in Baghdad; 2) the establishment of Labor Directorate in Baghdad (as per Prime Minister, Dr. Haider Al-Abadi's order); 3) private funding of prospective projects by US banks; 4) the need for the MOF to open Operational and Investment accounts for provincial Financial Affairs Directorates (FADs); and 5) the transfer of financial allocations from Ministries to the provinces.

SAB AND GSP/TAQADUM EXPLORE COOPERATIVE AVENUES TO SUPPORT DECENTRALIZATION EFFORTS



SAB and GSP/Taqadum meeting to explore potential cooperation efforts to further decentralization

BAGHDAD On August 7, a *GSP/Taqadum* delegation, including Chief of Party, Mr. Cameron Berkuti, met with 22 Supreme Audit Board (SAB) Financial Audit Council officials, including SAB President, Dr. Salah Khalaf, and Vice President, Dr. Aalaa Kadhim, and began to build a road map toward collaborative decentralization efforts. After a thorough examination of all issues discussed, it was agreed that *GSP/Taqadum* would draft a list of all the issues that need specific assistance on the part of the SAB.

Thanking the SAB for hosting the meeting, Mr. Berkuti stressed its role in furthering provincial decentralization efforts, especially those related to financial issues, and ensuring the accountability and monitoring of the post-decentralization provincial performance.

Mr. Berkuti briefed participants on decentralization, its role in building trust between citizens and their government by improving service delivery, and explained: 1) challenges facing decentralization; 2) the transfer of authorities and functions after decentralization; and 3) *GSP/Taqadum's* role in creating sustainable legal, financial, administrative, and service environments that not only support the implementation of decentralization but also ensure its success moving forward.

GSP/Taqadum Senior Budgeting Specialist, Mr. Najed Hamody, briefed participants on the *project's* financial activities to date, including the establishment of Financial Affairs Directorates (FADs) in 15 provinces; and reviewed: 1) local revenue generation basics and the related road map developed in coordination with provinces; 2) local legislation draft on revenue collection; 3) adoption by 12 provinces of the *GSP/Taqadum*-developed 20-step Investment Budget Preparation Procedures; and 4) Operational Budget preparation. Underscoring the SAB's role in supporting administrative and financial procedures and ensuring that provinces work in accordance with the SAB and the Ministry of Finance (MOF) rules and instructions, Mr. Hamody explained how *GSP/Taqadum* assisted 12 provinces in adopting the SAB Internal Audit Manual.

Responding to concerns raised by participants regarding revenue generation irregularities in provinces, Mr. Hamody explained that these occurred because of: 1) misinterpretation of the Federal Court Resolution No.16 of 2008, authorizing the Provincial Councils (PCs) to impose,

collect, retain, and spend local fees, fines, taxes, and surcharges; 2) the lack of sound budgeting steps to follow; and 3) the absence of clear legal instructions regarding the imposition and collection of local fees, which prompted individual provinces to develop their own instructions. Mr. Hamody also explained that most provinces have started drafting relevant laws in response to the *project's* advice that revenue collection and control functions be transferred to the Governor's Office (GO) and *GSP/Taqadum*-proposed enactment of clear revenue collection and spending legislation.

Emphasizing the significance of collaborative efforts between the SAB, *GSP/Taqadum*, and the provinces, Dr. Khalaf said the SAB is ready to cooperate with the *project* to foster its work in provinces, and requested it identify the financial management and challenges facing the provinces. One SAB member suggested raising the level of Financial Affairs Directorates to that of a General Directorate and establishing a Directorate for Audit and Internal Control to oversee internal audits and control over the Directorates and report directly to the Governor.

MINISTRY OF FINANCE (MOF) DEPUTY MINISTER AGREES TO EXPEDITE DECENTRALIZATION



GSP/Taqadum COP, Mr. Cameron Berkuti (l), briefing MOF Deputy Minister, Mr. Fadhil Nabi (c) on requirements to support the implementation of decentralization

BAGHDAD On August 11, a meeting between *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti; Specialist (Capacity), Mr. Haitham Hameed; and MOF Deputy Minister, Dr. Fadhil Nabi, resulted in Dr. Nabi agreeing to: 1) look into the delay on the part of the MOF to open the required provincial bank accounts aimed at facilitating the transfer of functions from the MOF to the provincial level; and 2) send a letter to the ministries asking them to provide the MOF with the appropriate staffing, salary, and budget information as soon as possible and not link sending this information to the ministerial inventories currently underway.

It was also agreed that 1) in order to fulfill the requirements regarding revenue generation stipulated in Article 25 of the 2016 Budget Law, *GSP/Taqadum* will meet with the High Commission for Coordination between Provinces Secretariat (HCCPSEC) and work in coordination with it and the provinces to assist development of related instructions for the provinces to follow; and 2) the MOF and *GSP/Taqadum* will meet again in the second half of September to address provincial/MOF decentralization issues.

GOVERNOR LAUDS DECENTRALIZATION ACCOMPLISHMENTS MADE IN COOPERATION WITH GSP/TAQADUM

DHI QAR On August 13, GSP/Taqadum met with Governor Yahya Al-Nassiri, and Local Affairs Directorate Manager, Mr. Razaq Ksheyish, and reviewed GSP/Taqadum's overall decentralization approach, beginning with its achievements with the three initially targeted ministries (Education, Health, and Municipalities and Public Works) up to the present day, including project work with the four recently added ministries (Agriculture; Labor and Social Affairs; Construction and Housing; and Youth and Sports). Topics reviewed included the GSP/Taqadum-developed Service Delivery Improvement Plan (SDIP) framework, including SDIP development, implementation, tracking of short-and long-term solutions, and the development and training of Essential Service Delivery Oversight Units and members (respectively).

Thanking GSP/Taqadum for its hard work as shown by the volume of the project's accomplishments, **Governor Al- Nassiri extended an invitation to Chief of Party, Mr. Cameron Berkuti, to visit him in Dhi Qar and said, "All of these accomplishments have been achieved in Dhi Qar thanks to the efforts of GSP/Taqadum and the high level of cooperative action with the local government."**

NEWLY-ELECTED COUNCIL OF REPRESENTATIVES' REGIONS AND PROVINCES COMMITTEE CHAIR EXPRESSES FULL SUPPORT TO DECENTRALIZATION AND GSP/TAQADUM'S EFFORTS

BAGHDAD On August 15, GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, and project Specialists Mr. Najed Hamody (Finance), Mr. Ahmed Al-Sinjari (Legal), and Mrs. Khadija Al-Jabiry (Policy), met with the newly elected Chair of the Council of Representatives' Regions and Provinces Committee (CORRPC), Mr. Soran Ismaeel.

After congratulating Mr. Ismaeel, Mr. Berkuti: 1) briefed him on GSP/Taqadum achievements to date; and 2) reviewed the project's expanded mandate as per its recent extension, and the challenges and obstacles to implementing decentralization, including: a) the delay in opening the required provincial bank accounts, and b) transferring the staff of the devolved ministries to the provinces.

Expressing his appreciation for project efforts, Mr. Ismael said, **"I participated in many GSP/Taqadum activities, including the Decentralization Mapping and Analysis Plan (DMAP) development workshops targeting the Ministries of Health, Education, and Municipalities and Public Works; and post-conflict training to the Anbar, Ninawa, and Salah ad Din technical teams that were developed in cooperation with GSP/Taqadum. I found all to be very supportive of and helpful to both the federal and provincial governments."** Stating he has a meeting with MOF Minister, Mr. Hoshyar Zebari, where he plans to discuss these issues and challenges in order to solve them, Mr. Ismael said, **"As a former QaemMaqam in one of Erbil's Qhadas, I deeply believe in decentralization and know, first hand, it is the best way to respond to the citizen needs and improve the quality of services. I fully support decentralization and hope to cooperate with GSP/Taqadum because we all have the same goal responding to citizen needs."**

After reviewing the legal issues surrounding the laws in conflict with decentralization, the 35 laws identified to date by GSP/Taqadum, and the suggested amendments that would de-conflict them, Mr. Al-Sinjari (Legal) provided Mr. Ismael a copy of the draft amendments to laws that were submitted by the provincial government to the High Commission for Coordination between Provinces (HCCP) and the Council of Representatives (COR) for review and passing in order to harmonize these laws with the decentralization process. Based on a request from GSP/Taqadum, Mr. Ismael said he would

ask related legal committees to send any new laws to CORRPC for their review. This will ensure proposed laws would not conflict with the decentralization process

Mr. Hamody (Finance) briefed Mr. Ismael on the *project's* activities regarding Law 95 amendments (Law of Financial Management and Public Debt) that have been approved by Council of Ministers (COM), reviewed by the Shura Council, and sent to the COR for review and approval.

Thanking delegation members for all the information they provided, Mr. Ismael asked for copies of the DMAPs, which he said he plans to use as statistical references when in support of his decentralization efforts.

MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MMPW) TAKES STRIDES TOWARD IMPLEMENTING DECENTRALIZATION GOALS

BACKGROUND: In October 2015, in following with Prime Minister Dr. Haider Al-Abadi's August 2015 reforms, the Ministries of Construction and Housing (MOCH) and Municipalities and Public Works (MMPW) were merged into one Ministry of Construction, Housing, and Public Municipalities or MOCHPM. Based on GSP/Taqadum's mandate at the time of the October merge (which saw the project working with the Ministries of Education, Health, and MMPW and not the MOCH), we continued to work with MMPW General Directorate (GD) officials and began initial meetings with the MOCH. In June, thanks to the project's expansion, we extended our official work to all the GDs under the MOCHPM umbrella.

It is important to note that the MMPW (before the merge) – virtually the largest Ministry in Iraq and what some said was large enough to be several ministries and therefore most direly in need of decentralization – was the first ministry to begin the transfer of its functions and directorates.

On August 16, 2016, GSP/Taqadum met with several MMPW General Directorate officials and reviewed decentralization progress to date, regarding the transfer of staff and budget-related data to the provinces. GSP/Taqadum will follow up with the MOCHPM to ensure the lists of the MMPW directorates have been sent to the Ministry of Finance (MOF), and if not, encourage the MMPW to do so.

The following is a recap of the progress shared at these meetings:

- **Municipalities:** Legal Office Manager, Mr. Nabil Ghazi; and Finance Deputy Manager, Ms. Muna Sabis - all staff lists and the provincial directorate budgets have been sent to the MOCHPM.
- **Planning and Follow Up:** Deputy, Mr. Saad Mohammed - the MOCHPM could not make the June 1, 2016 deadline for sending the staff lists and provincial directorate budgets. According to Mr. Mohammed, a Ministerial Order has been issued directed at reforming the MMPW's Promotion and Premiums Committees.
- **Urban Planning:** Director General, Mr. Muslim Mohammed; and his Deputy, Mr. Riyadh Fakhir - all staff lists and provincial directorate budgets have been sent to the MOCHPM (with the exception of Ninawa). The MMPW is continuing to pay all staff salaries, promotions, and premiums in MMPW provincial directorates.
- **Sewage:** Deputy Human Resources Manager, Mr. Amer Adeeb - all staff lists of staff have been sent to the MOCHPM.
- **Water:** Deputy Water Directorate Administrator, Mr. Ayad Khalil - all the provincial directorates have sent their staff lists to the General Directorate of Water, which compiled and sent them to the MOCHPM via Compact Disc. The MMPW General Directorate continues to pay all provincial directorate staff salaries.

PC CHAIR, MR. HAIDER AL-ZANBIOUR TAKES ACTION AFTER REVIEW OF DECENTRALIZATION GOALS DURING VISIT TO GSP/TAQADUM HILLA HUB

BABIL On August 17, Provincial Council (PC) Chair, Mr. Haider Al-Zanbiour, visited GSP/Taqadum's Hilla hub and received a briefing on all *project* activities - past and future, including the new work plan that involves the four newly added Ministries (Construction and Housing; Labor and Social Affairs; Agriculture; and Youth and Sports), and related challenges and/or obstacles to the work plan's implementation. The meeting resulted in the issuance of two official letters: 1) from Babil's PC to the local media that highlights the role of Babil's vocational training center; and 2) from Babil's PC to the provincial working group and Service Delivery Improvement Plan Implementation Committee asking them to follow up on the implementation of short-and long-term solutions developed by the targeted directorates, in cooperation with GSP/Taqadum. The following main items were discussed:

- Establishment of a legal team consisting of members of Babil PC's Legal Committee and Legal Department that will list and finalize the Ministry of Labor and Social Affairs laws in conflict with decentralization
- Establishment of a committee consisting of three PC members delegated to map out local development policies for the purposes of integrating them with Babil's Provincial Planning and Development Councils (PPDC)
- Preparation of a local draft law aimed at improving citizen-centered services

Praising GSP/Taqadum's efforts, PC Chair Al-Zanbiour said, ***"the Hilla hub is well organized and we thank its efforts organizing Babil's local government to implement Article 45 of Law 21, as amended."***

PC MEMBERS AGREE TO FORM DECENTRALIZATION ADVOCACY GROUP AFTER VISITING GSP/TAQADUM



Baghdad PC members visiting GSP/Taqadum's Baghdad Office to discuss moving forward with Decentralization

BAGHDAD On August 18, GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, and *project* staff met with three Provincial Council (PC) members, Energy Committee Chair, Mr. Saad Aldaraji; Planning Committee Chair, Mr. Nazar Al-Sultan; and Security Committee Deputy Chair, Mr. Mohammed Al-Rubai, which resulted in the PC members agreeing to: 1) their advocating from within the PC for the implementation of decentralization; and 2) add the topic of decentralization as a fixed agenda at every PC meeting.

Participants reviewed: 1) decentralization progress to date, and its main challenges, especially in Baghdad; 2) Baghdad's Master Plan and its important relationship with the delivery of citizen-centered services; and 3) post-disaster capacity building for Baghdad and how to conduct related work with the Governor's Office and Baghdad's Mayoralty where most of the province's crucial infrastructure is located.

MINISTRY OF LABOR AND SOCIAL AFFAIRS (MOLSA) WORKSHOP DISCUSSES DECENTRALIZATION PRINCIPLES AND LISTS POLICY MAKING FUNCTIONS



MOLSA Representatives and GSP/Taqadum staff reviewing the decentralization principles and the list of policy-making functions

BAGHDAD On August 21, GSP/Taqadum hosted a workshop for 22 MOLSA officials, including Minister Mohammed Sheya'a Al-Sodani, his Deputy, Dr. AbdulKareem Al-Janabei, and several Director Generals that resulted in all participants agreeing: 1) the Ministry of Finance represents the main obstacle to implementing decentralization; and 2) MOLSA will continue to assist the provinces to improve the services to the citizens. In addition, MOLSA asked GSP/Taqadum to continue to hold such meetings to help to clarify the concept of policy making, as well as the technical relationship and accountability framework between the ministry and provinces.

After thanking the project for arranging the workshop, **Minister Al-Sodani said, "Transferring functions from the federal to the local level is a result of constitutional entitlements, and accordingly, decentralization is considered the main requirement from federal government as per Articles No. 110, 112, 113, 114, 115, 122, and 144."**

After stressing the importance of political entitlement and enhancing the citizen's ability to be more interactive with the government by better organizing the work of local government and optimally investing its resources, Minister Al-Sodani provided a recap of MOLSA's decentralization-related actions to date:

- "Working as a partner with local governments, we as a ministry transferred some of our authorities even before the issuance of Article 45, because MOLSA duty is to serve Iraqi citizens"
- Formed a ministerial committee, chaired by a Senior Deputy, responsible for analyzing the functions to be transferred

- Conducted five meetings with the High Commission for Coordination between Provinces Secretariat (HCCPSEC) that discussed the development of different mechanisms (legal, administrative, and financial) regarding MOLSA/provincial roles, relationships, and structure
- Issued a ministerial order on December 12, 2015, to devolve MOLSA directorates to the provinces, with the exception of Baghdad, which was in need of developing administrative procedures before accepting the directorates

Regarding services, ***“MOLSA and the provinces have an equal responsibility to serve orphanages and those with special needs.”***

GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, gave a full scope presentation covering the concept of decentralization, recapping GSP/Taqadum’s work to date, and reviewing the decentralization practices of other countries that have implemented decentralization, with a specific focus on Indonesia and its “Big Bang” approach.

“We hope to work with GSP/Taqadum and access their policy making expertise,” said Minister Al-Sodani. ***“We are committed to implementing Article 45 in order to be successful with decentralization.”***

MINISTRY OF HEALTH DISCUSSES ITS TECHNICAL RELATIONSHIPS WITH THE PROVINCES AND THE TRANSFER OF FUNCTIONS TO THE DIRECTORATES



BAGHDAD On August 30-31, in cooperation with the High Commission for Coordination between Provinces Secretariat (HCCPSEC), GSP/Taqadum held a workshop called “Technical Relationships between MOH and Provinces, and the Transfer of Functions to Directorates” that resulted in the following:

- Provincial Director Generals must receive must receive all technical authorities to enable them to provide health services

- Governors will oversee the establishment and management of blood banks, with provinces complying, as required, with Ministry of Health (MOH) technical standards and regulations
- The supply of medicines, medical supplies, and vaccines needed to perform preventive and therapeutic services is a ministerial function, and at the local level, the adequate quantities and qualities of vaccines will be supplied by the Provincial Health Directorates on a monthly basis

It was agreed that after the Eid holiday, other meetings would be held with the Administrative and Technical Affairs Deputy Ministers to review, comment, and support the Roles, Responsibilities, and Authorities Distribution between Governors and Directors draft model. (Note: On September 25-26, GSP/Taqadum held a Monitoring, Oversight, and Accountability Framework Development workshop for 14 ministerial and provincial representatives. Please see p. 61 for the details and results of that meeting.)

Participants included 49 representatives from the MOH, Provincial Council (PC), Governor's Office (GO), Rusafa Health Directorate, Supreme Audit Board (SAB), and Council of Representatives (COR) Regions and Provinces Committee (CORRPC), including Administrative Affairs Deputy Minister, Dr. Hazim Al-Jumaili; Technical Affairs Deputy Minister, Dr. Zamil Al-'Uraibi; CORRPC member, Mr. Salim Al-Musallamawi; and Baghdad PC Chair, Dr. Riyadh Al-Adhath, and several Director Generals from the MOH and SAB.

Topics discussed included: 1) the Roles, Responsibilities, and Authorities Distribution between Governors and Directors Model drafted by GSP/Taqadum in cooperation with provinces; 2) the authorities given to the Director Generals (DGs) pre-Article 45 implementation; and 3) the mechanisms for exercising the 37 ministerial functions transferred as per ministerial orders.

Kicking off the workshop, CORRPC member, Mr. Al-Musallamawi, urged participants to execute the law and decentralization and enable the provinces to exercise their functions accordingly. ***"The transferring of the functions to the provincial level builds the capacity of the federal government to make good decisions and the provinces to serve citizens better. The Iraqi Council of Representatives strongly supports the transfer of functions and authorities. Achieving legislative consistency in the administrative decentralization execution stage in accordance with Constitution is among its priorities."***

MOH officials recommended the following:

- Specialized health functions should be transferred to DGs rather than to the Governors, and Law 21 should be amended accordingly
- Provinces should observe the ministerial standards on appointing DGs, DG Assistants, and Section Managers
- Provinces have to observe the ministerial directives regarding emergency service plans to other provinces when needed
- Provinces have to observe the ministerial directives in the events of epidemics

Highlighting the stages the transfer of functions went through, Administrative Affairs Deputy Minister, Dr. Al-Jumaili said, ***"First, the MOH and the provinces, in cooperation with GSP/Taqadum, worked together to develop mechanisms for the transfer of functions after benefiting from other countries' decentralization experiments, such as Indonesia; and the MOH met with several provinces and agreed on the functions that will be transferred and those that will remain."***

Remarking on the uniqueness of the workshop and the high level of attendees, Technical Affairs Deputy Minister, Dr. Al-'Uraibi said, ***"We should invest in making our work here a success by identifying the disputed points and agreeing on defining the technical relationships between***

the ministry and provinces. There is no problem for the authorities to be transferred directly to the provincial DGs.”

According to Baghdad PC Chair, Dr. Al-Adhadh, Governors should devolve the authorities to the Health Directors, and the functions and authorities transferred to provinces should regularly be evaluated based on service-delivery work progress and achievement indicator. Highlighting that all hardships endured by Iraq stem from the ministerial concentration of power and their reluctance to give the provinces a role, he said there is a need for the federal government to involve the provinces in ministerial budgeting discussions and stressed the necessity of conducting regular workshops and meetings with the MOH.

Speaking in support of decentralization and citing the positive results of the DMAP, which identified the functions that will remain in the ministry and others that will be transferred to the provinces, Baghdad PC Health Chair, Dr. Nahida Hasoon said, **“After the DMAP workshops hosted by GSP/Taqadum for the MOH and the provinces, all that is left for us to do is to share the responsibilities of health administration and organize the relationships between the ministry and the provinces. There was direct financial support given by the PCs to develop the Health Sector, and this needs to be taken into account.”**

GSP/TAQADUM MEETING WITH MINISTRY OF LABOR AND SOCIAL AFFAIRS (MOLSA) OFFICIALS SIGNALS THE OPENING OF A CLEAR LINE OF COMMUNICATION BETWEEN THE PROJECT AND MINISTRY



Special Needs Directorate Director, Ms. Abeer Al-Chalabi (r) discussing the reasons MOLSA has not yet transferred its functions to the provinces

BAGHDAD On September 22, 2016, GSP/Taqadum Senior Specialist (Policy), Mrs. Khadija Al-Jabiry, and Specialist (MOLSA), Mr. Anmar Nasaif, met with MOLSA Deputy Minister for Human Rights, Mr. Abdulkareem Al-Janabi; Special Needs Director, Ms. Abeer Al-Chalabi; and Finance and Administration Director, Ms. Iqbal Al-Surafi, and discussed MOLSA’s action in response to MOF letter No. 4583 dated January 11, 2016, regarding MOLSA’s transferred directorate’s staff and assets lists.

Ms. Abeer cited: 1) the Directorate’s dealing with sensitive segments of society, including orphans; and 2) Iraq’s current fiscal crisis, as reasons for not transferring its functions to the provinces. Yet, provincial directorate staff and asset lists have been collected and sent to the MOF.

Ms. Al-Surafi: confirmed that MOLSA had sent these items, including its nomination of three candidates for the position of provincial Directorate Director to the MOF, but faced an obstacle regarding Baghdad's related provincial departments since the MOF usually transfers allocations to directorates (not departments), and Baghdad has not yet established a directorate despite the MOF order to do so.

Deputy Minister for Human Rights, Mr. Al-Janabi asked that a letter be sent from *GSP/Taqadum* stating the name of its representative who will be responsible for coordinating activities with MOLSA. Although Mr. Al-Janabi agreed decentralization is one of the best systems to be adopted by the government (citing Canada's 60-year decentralization implementation time period as an example), he does not feel the time is right in Iraq at this time. Echoing Ms. Al-Surafi's assessment regarding MOLSA's having sent its staff and asset lists to the MOF, he confirmed that after his last meeting with Baghdad, he had ordered the province to respond to MOLSA's letter before the end of next week and hoped all the lists would be sent within one month.

Referring to *GSP/Taqadum's* scheduled (October 16-18) Decentralization Mapping and Analysis Plan (DMAP) workshop, Mr. Al-Janabi recommended officials authorized to make decisions be invited in order for the workshop to be a success. On hearing that invitees will include specific employees in charge of the DMAP process, he said he preferred to select participants after consulting with the *GSP/Taqadum* MOLSA coordinator, Mr. Nasaif.

To Mr. Al-Janabi's claim that none of provinces had established FADs, *GSP/Taqadum* clarified that FADs had been established in most provinces.

***GSP/Taqadum* Recommendations:**

- Have *project* Provincial Coordinators send an official letter notifying MOLSA of the status of FADs in the provinces
- Regarding the DMAP workshop, *GSP/Taqadum* should send a letter to MOLSA Minister Mohammed Sudani, and copy Mr. Al-Janabi asking for their invitee recommendations

HCCP, PROVINCES AND GSP/TAQADUM PRESENT A UNIFIED FRONT IN ADVOCATING THAT THE MINISTRY OF FINANCE TAKES REQUIRED DECENTRALIZATION STEPS

BAGHDAD On September 22, as part of the ongoing advocacy efforts on the part of *GSP/Taqadum*, the High Commission for Coordination between Provinces (HCCP), and provincial governments – which includes the issuing of official letters containing documentation supporting the operational readiness of the provincial Financial Affairs Departments (FADs) to persuade the Ministry of Finance (MOF) to respond to provincial decentralization demands – *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti, and Specialist (Capacity Development), Mr. Haitham Hameed, met for the second time with Deputy Minister of Finance, Dr. Fadhil Nabi. The two delivered a letter itemizing the following actions – required and needed but not yet taken by the MOF to facilitate fiscal decentralization:

- Development of a working relationship between the MOF and the Financial Affairs Departments (FADs) in each of the 15 provinces that have been staffed and trained based on MOF instructions
- The opening of provincial Investment and Operations bank accounts for FADs
- Transfer of ministerial staff, positions, and their operating budgets in the provinces to the provincial governments and FADs

- The clarification and provision instructions to activate Article 44 of Law 21, as amended, to support the provincial generation of local revenue

According to Deputy Minister Dr. Nabi, it was his impression that the provincial Investment and Operations FAD bank accounts had already been opened. Stating that he would open the accounts if they had not already been opened, he requested that provinces submit an official letter to the MOF: 1) confirming the operational status of their respective FADs; and 2) requesting the MOF open the bank accounts. Confirming the transfer of ministry staff and salaries had been done as a part of the 2017 Draft Budget, Dr. Nabi suggested GSP/Taqadum develop draft instructions outlining the working relationship between the MOF and the provincial FADs and clarifying Article 44 of Law 21, as amended, for presentation at a project-hosted meeting to be held (tentatively) in Erbil on October 28-29. He also agreed to send a representative from MOF Administrative Affairs to GSP/Taqadum's Monitoring, Oversight, and Accountability Framework Development workshop scheduled for September 25-26 in Erbil. (Note: Please see page 8 for a report on this workshop.)

As a result of this meeting and in response to Dr. Nabi's above-mentioned inquiries to the provinces, on September 25 and 26, Anbar and Kirkuk (respectively) responded by sending letters No.428 and 3347 asking him to assist in the opening of the required Investment and Operational bank accounts.

In related news, Babil Governor Sadiq Al-Sultani sent High Commission for Coordination Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, a letter No. 24671 dated September 21, along with a copy of AO No. 6672 dated May 25, 2016 that supports the operational status of Babil's FAD. Governor Al-Sultani sent his letter in direct response to Dr. Al-Mufti letter No. 11/680 dated August 8 requesting all provinces provide scanned copies of Administrative Orders (AOs) clarifying the status of their respective FADs.

Thanks to Governor Sadiq Al-Sultani's letter and other related letters provinces may send to the HCCP, and given that all the provinces' have met the requirements, the HCCP will now be able to approach the MOF and pressure it to open the required accounts.

Governor Al-Sultani also asked the HCCP (in letter No. 24673 dated September 21) to pressure the MOF to implement the recommendations made at its June 22 meeting in Najaf - in particular, recommendation No. 11, which pertains to the opening of Investment and Operational accounts for newly formed FADs. The same day, Governor Al-Sultani also sent letter No. 24672 dated September 21 to MOF: 1) alerting the MOF to the existence of FADs in the 15 provinces that are ready to assume the affairs of the devolved directorates; and 2) requesting the MOF open the required Investment and Operational bank accounts to facilitate the FADs' operation.

ACTION TAKEN ON TARIFF BORDER CROSSING REVENUE COLLECTION ISSUES

BASRAH On September 21, GSP/Taqadum attended a special session of the Provincial Council (PC) called to address the province's not receiving its share of border revenue collections from the MOF, in accordance with Budget Law, despite its many efforts to resolve this issue, including the Governor's Office (GOs) sending of several official letters to the MOF requesting such a resolution. After much discussion, the meeting resulted in the PC deciding the following:

- Basrah's GO will file a court case against MOF
- Development of a strong team of Governor Deputies, Advisors, and Assistants to work together to resolve this situation
- Hold a follow up special session in one week's time dedicated to discussing the previous year's revenues

- Identification of the actual numbers of Basrah revenues
- Meet with customs, ports, and border crossing officials to inform them of the results of the PC's decision, including the amount of revenue to be deducted from the collected border crossing tariffs and the mechanism it has identified to make this deduction
- Basrah's GO should refuse to approve the Draft 2017 Budget and Draft Public Financial Management Law because they conflict with decentralization and would have a catastrophic effect in Basrah, given the Finance Minister has the final authority on expenditures.

STANDARDIZED STREAMLINED PROCEDURES

LAUNCHING STANDARDIZED STREAMLINED PROCEDURES FOR SERVICES



Najaf Governor Luay Al-Yaseri addressing the participants

NAJAF On July 13, the Sewer Directorate, supported by GSP/Taqadum and in coordination with the Directorates of Water, Municipality, and Municipalities, hosted a public meeting for more than 125 citizens and officials, including Governor Luay Al-Yaseri. The public meeting launched work on the Standardized Streamlined Service Procedures for Water, Sewer, Municipalities, and Municipality Directorates, developed with GSP/Taqadum's assistance and aimed at improving service delivery to citizens. Participants included Provincial Council (PC) members, and Governor's Office (GO) officials, and Municipalities, District, and Sub-district officials. ***"Standardized Streamlined Service Procedures will facilitate the PC members' monitoring role of services provided by provincial directorates," said Governor Al-Yaseri. "GSP/Taqadum has a clear and effective imprint on local government work. Its staff worked as true Najaf citizens to serve the province and put the local government on the right track."***

Mr. Al-Yaseri said he would issue an order requesting the Directorates to adopt and work in accordance with Standardized Streamlined Service Procedures to eliminate bureaucracy, reduce time and cost. Najaf's PC Secretary, Mrs. Suhaila Al-Saegh, urged the Municipalities Directorate to post the Standardized Streamlined Service Procedures at parks and public areas to reach as many citizens as possible. GSP/Taqadum Senior Organizational Development (OD) Specialist, Besman Al-Jubouri, presented the GSP/Taqadum-developed methodology for mapping and streamlining services that supports the implementation of decentralization, as well as the Service Delivery Improvement Plans

(SDIPs) that presented the installation of sewer pipelines, construction of public markets, and follow up on citizen's complaints as examples.

Copies of the Standardized Streamlined Service Procedures were distributed to the participants, and a review of the meeting was published on the Sewer Directorate's Facebook page and GO website.

(Note: The meeting was covered by Nina News Agency, Najaf News Agency and the media centers of Najaf's Governor's Office, Provincial Council, and Directorates of Municipality, Municipalities, Water, and Sewer. <http://tinyurl.com/ljj66rlh>)

FINANCIAL CAPACITY BUILDING

FINANCIAL AFFAIRS DIRECTORATE (FAD) STAFF FROM ANBAR, NINAWA, AND SALAH AD DIN TRAINED ON CRITICAL FINANCIAL PROCEDURES



GSP/Taqadum Senior Budgeting Specialist, Mr. Najed Hamody, giving presenting FAD organizational structure and roles and responsibilities to participants

ERBIL On August 1, GSP/Taqadum hosted a workshop for 22 Financial Affairs Directorate (FAD) staff from Anbar, Ninawa, and Salah ad Din that reviewed FAD financial procedures, roles and responsibilities, reporting mechanisms, and planning and budgeting. Specific topics included: 1) the proposed FAD organizational chart, and the importance of staffing FAD; 2) FAD roles and responsibilities and the funding processes of transferred directorates; 3) FAD staff job descriptions; 4) the 20-step GSP/Taqadum-proposed Investment Budget Preparation Procedures; and 5) the roles of the directorates, Governor's Offices (GOs), Provincial Councils (PCs), Provincial Planning and Development Councils (PPDCs), and citizen participation in the Investment Budget process.

Workshop participants came away with a deeper understanding of FAD job descriptions, roles and responsibilities, and funding processes, which will assist in communicating accurate funding process information to the transferred directorates and thus, assist them to better respond to citizens' needs, as well as provide services in an effective and timely manner.

PROFILE

ERBIL During the above-mentioned Financial Affairs Directorate workshop, *GSP/Taqadum* interviewed the person responsible for Salah ad Din's decentralization affairs, Governor Advisor for Decentralization, Dr. Mohammed Abdulwahid Koja. Thanks to Dr. Koja's living and studying in the Netherlands, he brings an international perspective to the conversation of decentralization. He has been especially active in sharing news of all decentralization efforts, including all of *GSP/Taqadum's* related efforts and activities, on his personal Facebook page since *GSP/Taqadum* began working with Salah ad Din last August 2015.



Dr. Mohammed Abdulwahid Koja, Salah ad Din Governor's Advisor and the responsible for the decentralization affairs in the province

What is your opinion about the system of decentralization and do you think it is applicable in Iraq and particularly in your province?

Decentralization is considered an essential means to provide better services to citizens. Living in Europe, I saw the importance of the decentralization, and I can tell you first hand, that if we can successfully replicate this experience in Iraq, we will be able to eliminate an enormous amount of red tape and bureaucracy. That being said, decentralization may vary from one province to another depending on the level of political and administrative stability in each. Thus, we cannot evaluate the Iraqi experience just yet as it is new.

What, in your opinion, are the main challenges facing decentralization in Iraq?

I think the main challenge lies in the lack of understanding on the part of officials and citizens regarding decentralization, given it is a new approach. Therefore, there is a need to develop and implement a countrywide public awareness media campaign targeting citizens and officials that illustrates the importance of decentralization and its relationship to improving the level of provincial services.

How can GSP/Taqadum help with this?

In answering this question, I would like first to thank *GSP/Taqadum* for its tremendous and continuous efforts, as well as its technical and administrative support, especially through these kinds of workshops where it gathers counterparts from different provinces and provides a forum for discussion and agreement on clear and unified visions regarding decentralization. I would like to take the opportunity through this interview to ask *GSP/Taqadum* to persuade the Ministries and Governor's Offices to increase their level of representation in *GSP/Taqadum* workshops and activities in order to become better acquainted with resulting discussions, recommendations, and suggestions.

What is Salah ad Din's Financial Affairs Directorate (FAD) current level of functionality?

From the beginning, Salah ad Din province has been a pioneer in choosing to establish the FAD. Although we didn't give it this name, we have been able to achieve the following: 1) establish its main sections and units within related Directorates; 2) assign qualified employees

to work within these sections; and 3) nominate qualified staff from targeted Directorates to work in this FAD.

However, we still face challenges, especially regarding: 1) opening the required FAD bank accounts; and 2) finding a new location to house the FAD given the current building is not suitable and cannot accommodate the expected number of new and necessary FAD staff.

USAID AND EMBASSY MEETINGS

USAID DELEGATION UPDATED ON GSP/TAQADUM'S RECENT ACTIVITIES AND IMPLEMENTATION OF DECENTRALIZATION



GSP/Taqadum Chief of Party, Mr. Berkuti, updating the USAID delegation on the status of project decentralization efforts

BAGHDAD On August 3, USAID Governance and Economic Opportunity Office Director, Mr. Michael Nehrbass; Deputy Director, Mr. Geoffrey Minott, and Contracting Officer Representative, Mr. Abdul Kareem Kasim, met with GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, and senior staff. Mr. Berkuti briefed participants on: 1) the status of inventory and transfer of ministerial staff and assets to the provincial governments; 2) Ministry of Finance's (MOF's) role in the transfer of directorates, allocations, and the opening of bank accounts for the provinces; 3) the importance of accountability and technical relationships between the ministries and provinces; and 4) the project's planned main activities.

Impressed with the level and amount of work completed to date, and commending GSP/Taqadum on its tremendous achievements, Mr. Nehrbass said, ***"GSP/Taqadum is considered one of the US government's flagship projects in Iraq, as it meets its foreign policy objectives. US Ambassador to Iraq, Mr. Stuart Jones, has also underlined the importance of this project, stressing there can be no stabilization in Iraq without decentralization."***

USAID, INCLUDING NEWLY ARRIVED DEPUTY MISSION DIRECTOR, VISIT GSP/TAQADUM BAGHDAD OFFICE



BAGHDAD On August 23, GSP/Taqadum was visited by a USAID/Iraq delegation that included Mission Director, Dr. Brooke Isham; newly arrived Deputy Mission Director, Mr. Bill Patterson; Deputy Director of Governance and Economic Opportunities, Mr. Geoffrey Minott; Contracting Office Representative (COR), Mr. Abdul Kareem Kasim; and *project* Alternate COR, Mr. Vladan Raznatovic.

Warmly greeting the delegation, Chief of Party, Mr. Cameron Berkuti, introduced *project* lead staff and guests, after which, **Dr. Isham gave a brief talk that included lauding the *project*. “A specific thanks to everyone for the terrific work you have been doing,” said Dr. Isham. “We know what the challenges are in decentralization. You have lots of government partners, both in Baghdad on the ministerial level and also in the provincial government. Many different partners, many different personalities, and many different interests often that do not coincide with your mandate here for USAID. So we really thank you for your tenacity and determination. I don’t think we could have found a better team as Cameron has assembled here or his leadership. We couldn’t ask for anything better.”**

Dr. Isham then introduced her new Deputy, Mr. Patterson, who gave a brief recap of his history in the region and said, **“There is a lot of interest in decentralization, and we get a lot of questions about it, so I appreciate your responsiveness to our questions.”**

Explaining that Deputy Paterson, as well as Governance and Economic Opportunities Office Director, Mr. Michael Nehrbass, had signed up for two-year terms, Dr. Isham added that she had added two years to her term as well. **“So we will have a great deal of continuity, including on the part of our American staff which is great in that it will provide a better understanding of the *project*.”**

Launching into a brief on the concept of decentralization, Mr. Berkuti reviewed the *project*’s work to date, its many achievements, major challenges it has faced and currently faces, and the current steps being taken. During the brief, delegation members asked specific questions related to various aspects of decentralization, including the complexities of working with the Ministry of Finance and issues regarding the three ISIL-affected provinces of Anbar, Ninawa, and Salah ad Din, including if it was “possible to get a presence in the cleared areas.”

“It is too early to plan,” Mr. Berkuti responded. “Even in Salah ad Din, which is the earliest to be cleared, the government does not yet have adequate facilities to operate.”

The luncheon meeting was followed by the delegation visiting and witnessing 16 GSP/Taqadum staff working on consolidating provincial comments on the functional analysis of the functions of the four newly added ministries to ensure full functions are transferred without mismatch between responsibilities and authorities, devolvement of resources, and capacity of the various provincial governments to carry out the transferred functions. Once again, Mission Director Isham thanked the staff for their ***“tremendous work”*** as part of the COP’s team and said, ***“We know the challenges that you face, the problems, the issues. It’s amazingly complex, complicated, and difficult at times, so we really appreciate your tenacity and determination to move forward with decentralization. Decentralization is important to the future of Iraq as a sovereign nation. Most importantly, it is important to the families of Iraq now, and their children and their grandchildren to keep Iraq on the path where the local government provides local services and are responsible to local citizenry.”***

AFTER SUCCESSFUL FIRST MEETING WITH COP BERKUTI, USAID-IRAQ DEPUTY CHIEF OF MISSION, STEPHANIE T. WILLIAMS, REQUESTS FOLLOW UP TO DISCUSS NINAWA POST-CONFLICT SITUATION

BAGHDAD On September 18, GSP/Taqadum Chief of Party met with USAID-Iraq Deputy Chief of Mission, Stephanie T. Williams, along with Mission Director, Dr. Brooke Isham, and Director of Governance and Economic Opportunities, Mr. Michael Nehrbass. COP Berkuti’s informative presentation on the project’s history, achievements, and planned future was infused throughout with dynamic discussion and questions on the part of Ms. Williams.

Impressed with the spirited and informative nature of the meeting, Dr. Isham applauded GSP/Taqadum’s many achievements and excellent leadership. Ms. Williams requested a follow up meeting with COP Berkuti to discuss the post-conflict situation and related activities currently taking place in Ninawa’s ISIL-liberated areas.

SERVICE DELIVERY IMPROVEMENT PLAN WORK WITH NEWLY ADDED MINISTRIES

GSP/TAQADUM BEGINS SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) WORK WITH NEWLY ADDED MINISTRIES AND THEIR PROVINCIAL DIRECTORATES

On August 21-22 in Erbil, GSP/Taqadum hosted the first two (of four) separate, but simultaneous workshops that introduced the project-developed Service Delivery Improvement Plan (SDIP) concept to the provincial directorates in the twelve provinces of Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Najaf, Maysan, Muthanna, and Wasit of the newly added Ministries of: 1) Agriculture (Agriculture Directorate), and 2) Labor and Social Affairs, (Orphanage Housing, and Vocational Training Centers Directorates).

Topics introduced at both workshops included: 1) the SDIP development methodology; 2) strategic planning principles to use to improve services and increase citizen satisfaction; 3) developing a work plan to achieve SDIP development and implementation; and 4) creating an oversight mechanism to monitor the implementation level of services.

A total of 88 Ministry Directorate Directors, Planning Section Managers, and Governor Deputies and staff participated in both workshops, including Najaf Deputy Governor, Mr. Abbas Jabr Al-Elyawi (MOA workshop), and Dhi Qar Deputy Governor, Dr. Mohammed Al-Swaili (MOLSA workshop).

The results of the two workshops are as follows:

Provincial Agriculture Directorate SDIP Workshop

- A date for the development of a strategic SDIP for the Vegetation Sector was set for January 1, 2017
- Capacity building regarding the performance management system
- Completed and agreed on a final set of service standards
- Introduction of strategic planning principles
- Development of a work plan outlining activities for the two planned Service Delivery Committees (Development) in the 12 provinces with a draft SDIP ready for review by November 30, 2016
- Distribution of roles and responsibilities related to SDIP development and implementation, and identification of how to measure the improvement in Vegetation services using the service performance standards (signed by the participants for use in SDIP implementation in their respective provinces)
- SDIP development and oversight tools shared: gap analysis, solutions tracker, prioritization, implementation Action Plan, and oversight procedure guideline
- Institutionalization of Service-based Performance Management shared and technical requirements identified
- Development of an SDIP for the Agriculture Directorates in the targeted provinces
- The tenets of the importance of citizen participation and leadership in strategic planning were presented



Next steps:

Prepare an SDIP for Agriculture Directorates in the 12 provinces according to the timeline that was set in the agreed upon action plan.

Provincial Directorates of Orphanage Care and Vocational Training Centers SDIP Workshop

- Completed and agreed on a final set of service standards
- Gained understanding of the concepts and underlying principles of strategic planning, performance measurement, resource management, Public Private Partnership (PPP), and leadership

- SDIP development and oversight tools shared: gap analysis, solutions tracker, prioritization, implementation Action Plan, and oversight procedure guidelines
- Developed the skills to analyze the gaps and propose solutions based on SDIP concepts and tools to determine service deficiencies, as well as ways to improve services taking into account financial shortfalls, Service-based Performance Management law shared, and technical requirements identified. Provinces that have not yet issued this local legislation stated they would work with their respective Provincial Councils to get it issued
- Work timeline agreed on and signed by participants, and the first draft SDIP is slated ready for review the first week of December



Next steps:

- Service Delivery Improvement Plan Development Committee (SDIPDC) will identify short- and long-term solutions based on the Gap analysis template and prioritize the criteria that most affect the service

The provincial Orphanage Care Directorates and Vocational Training Centers in the 12 provinces will collect the data to calculate the indicators, determine the gaps in the services, analyze the gaps, and propose solutions that will remove the gaps and improve the services.

INTERVIEW:

NAJAF DEPUTY GOVERNOR, MR. ABBAS JABR AL-ELYAWI

A Chief Senior Mechanical Engineer for over 22 years, five to six of them spent maintaining refineries and operating private sector institutions, Najaf Deputy Governor, Mr. Abbas Jabr Al-Elyawi, has also served as a Provincial Council member. A high level and active participant at August 21-22 Service Delivery Improvement Plan workshop in Erbil, he was kind enough to answer some of our questions:



Najaf Deputy Governor, Mr. Abbas Jabr Al-Elyawi

What is your vision for enabling the local governments to support decentralization efforts?

We are optimistic about the transition to administrative decentralization, which will contribute to better performance on the part of the transferred provincial directorates, as well as the local governments in meeting citizen's service needs. We hope that workshops such as this one will address the problems facing the implementation of decentralization.

What challenges do you see facing the implementation of decentralization?

There are a few main problems facing decentralization. One, there are old laws in place that conflict with the implementation of decentralization and related developments in the new Iraq. These laws present obstacles. Two, the federal government has strict control over all decisions, yet the local governments have their own views on how to develop the provinces because they are closer to their citizens and understand their needs.

How can decentralization solve such problems?

Well, one of the main challenges we are facing in the federal system are the funding procedures that restrict the transfer of financial allocations across our budget line items as this would take a long time. Now, with decentralization, the funds are in each province, and their transfer can be processed via its provincial Financial Affairs Directorate (FAD), since each FAD has both an Operational and an Investment bank account and has the ministerial authority to transfer between the line items of respective budgets.

How can GSP/Taqadum help?

GSP/Taqadum has provided fruitful workshops and trainings that have had a positive effect on Najaf. There is close cooperation between the local government and GSP/Taqadum and we hope the project team will continue its work with the provincial directorates, e.g.[creating] organizational structures, and identify decentralization-related problems and challenges and address them in the workshops with provincial officials. We would like to thank project staff for being so supportive and experienced that they can help improve our performance and resolve many of our problems, especially the financial ones. They have made crucial efforts in process mapping, streamlining, and trash collection.

INTERVIEW:

DHI QAR DEPUTY GOVERNOR DR. MOHAMMED AL-SWAILY

Dhi Qar Deputy Governor, Dr. Mohammed Al-Swaily, has a PhD in Law and 16 years related experience, including as a professor at the College of Law. He is also a member of several ad hoc committees, including Administrative Reform, Legal, Citizens' Affairs, and e-Communication.



Dhi Qar Deputy Governor, Dr. Mohammed Al-Swaily

What is your vision for enabling the local governments to support decentralization efforts?

Transitioning to decentralization is part of the reform process. However, we need to foster the legal, administrative, and financial cultures in the provinces and build capacities to administer such big dossiers, like functions, financial allocations, etc. Decentralization is a necessity in today's Iraq because it contributes to conflict resolution. We hope such workshops will continue to address the problems facing the implementation of decentralization.

Please identify the problems that decentralization can solve?

There is a shortage in administrative staff to confront the challenges related to the functions and funds transfer. This requires a huge skill set and effort to manage the function and funds transfer and build staff capacity.

How can decentralization serve your citizens?

Decentralization can assist in providing better services to citizens. For example, staff motivation to improve services such as job promotions and bonuses can sometimes take years before the federal government processes them. Under decentralization, they are handled by the provincial governments and much more quickly.

How would you assess decentralization in Iraq, and how much has it served the local governments?

Decentralization contributes to transparency, accountability, and the monitoring of the performance of officials. However, some officials should not exploit it for personal interests because it is a tool for improving services.

How can GSP/Taqadum help?

GSP/Taqadum has offered great assistance, and its staff is highly competent. The project can help us to improve our performance and overcome the problems we encounter, especially those related to financial issues. We would like to thank the GSP/Taqadum staff for its good work in process mapping, streamlining, and trash collection.

GSP/TAQADUM BEGINS SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) WORK WITH NEWLY ADDED MINISTRIES AND THEIR PROVINCIAL DIRECTORATES

ERBIL On August 23-24, *GSP/Taqadum* hosted the second two (of four) separate, but simultaneous workshops that introduced the *project*-developed SDIP concept to the provincial directorates of the newly added Ministries of: 1) Construction and Housing (the Roads and Bridges Directorate), and 2) Youth and Sports (the Youth and Sports Directorate) in the 12 provinces of Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Najaf, Maysan, Muthanna, and Wasit.

Topics introduced at both workshops included: 1) the SDIP development methodology; 2) strategic planning principles to use to help improve services and increase citizen satisfaction; 3) how to develop work plan to achieve SDIP development and implementation; 4) resource management, citizen participation, and leadership; 5) how to create an oversight mechanism to monitor the implementation level of services; and 6) the *GSP/Taqadum*-proposed Standard Performance Management System local legislation.

A total of 68 participants attended the two workshops, including representatives from Provincial Councils (PCs), Governor's Offices, and the Ministries of Construction and Housing, Youth and Sports, and Education; and others from UNICEF, UNESCO, NGOs, local and international Olympic Committees, and other supporters of Youth and Sports Directorate. The attendee breakdown per workshop was: MOCH: 35, and MOYS: 33.

The results of the two workshops (by ministry) are as follows:

The Ministry of Construction and Housing Provincial Roads and Bridges Directorate SDIP Workshop



- Capacity building regarding the performance management system
- Completed and agreed on a final set of Service Performance Standards
- Introduced the concepts and the principles of strategic planning, performance measurement, resource management, Private-Public Partnership (PPP), and leadership
- Service-based Performance Management law shared and technical requirements identified. Provinces that did not issue this local legislation will encourage their respective PCs to do so
- Gained the skills needed to analyze the gaps, propose solutions that help in discovering deficiencies, and identify ways to improve services taking into account financial shortfalls

Next steps:

- Adopt the Service Performance Standards via the issuing of official letters
- Collect the data needed to calculate the indicators, identify the gaps in services, analyze the gaps, and propose solutions that bridge the gaps and improve the services delivery

Ministry of Youth and Sport Provincial Directorate of Youth and Sport SDIP Workshop



- Introduce the strategic SDIP methodology
- Capacity building regarding analyzing the performance management system and planning for improved service delivery
- Development and adoption of a Service Delivery Improvement Plan Development Committee work plan for Youth and Sport Directorate activities in participating provinces
- Design of a methodology for measuring the improvement levels in Youth services to be adopted by provinces
- Development and sharing of SDIP and oversight tools: gap analysis, solutions tracker, prioritization, implementation of an Action Plan, and oversight procedure guidelines
- Service-based Performance Management local legislation shared and technical requirements identified. Provinces that did not issue this local legislation will encourage their respective PCs to do so
- Introduced the concepts and the principles of strategic planning, performance measurement, resource management, PPP, and leadership

Next steps:

- Prepare a SDIP for Youth and Sports Directorates in the 12 provinces according to the time line set in the agreed on Action Plan

SPECIAL UPDATE

GSP/TAQADUM SUBMITS PRELIMINARY OBSERVATIONS ON FINANCIAL MANAGEMENT LAW 95, ITS DRAFT AMENDMENTS, AND RELATED CONFLICTS WITH LAW 21

BAGHDAD On September 22, the Council of Representatives published (on its official website <http://ar.parliament.iq/LiveWebsites/Arabic/AchievedLegislations.aspx>) news of its completing the first reading of draft amendment of Financial Management Law 95 developed by the Council of Ministers, as well as a copy of the draft (<http://ar.parliament.iq/LiveWebsites/Arabic/Container.aspx?LawID=18899>).

A preliminary review of this draft by GSP/Taqadum Senior Specialists (Legal, Financial, and Policy) discovered several conflicts with provisions of the Iraqi Constitution, chief among them with the Constitution's Article 122/Second:

“Provinces are not incorporated into a region shall be granted broad administrative and financial authorities to enable them to manage their affairs in accordance with the principle of decentralized administration, and this shall be regulated by law.” In addition, the draft contains contradictions to provisions of Law 21 of 2008, as amended, particularly Article 45.

As part of its ongoing cooperative work with the provinces, GSP/Taqadum shared its preliminary review with respective 15 Governor's Offices and Provincial Councils to: 1) foster discussion and advocacy regarding objections or changes officials feel are needed with COR members representing their provinces; COR's Regions and Provinces, Finance, and Legal Committees; the High Commission for Coordination between Provinces (HCCP); the Council of Minister's Secretariat (COMSEC); and the Ministry of Finance (MOF); and 2) to garner media attention to this issue.

In addition, as part of its efforts to assist provincial review and finalization of these comments, project staff is currently conducting a more in-depth review of the draft with the assistance of select provincial officials and advisors to be completed before the COR's second reading.

The following are the conflicts GSP/Taqadum identified and shared to date with the provinces:

- Law 95 obligates Federal government departments to submit monthly financial statements to the MOF within ten days of the following month to be audited and consolidated with the rest of the Federal government accounts. In other words, Law 95 does not encourage the creation of local financial directorates charged with auditing, financing, and collecting (Article 46) revenue. It also regards the cash budget as the jurisdiction of the MOF with all administrative spending units charged with asking the MOF to deliver the cash budget every three months. Accordingly, financing is centralized and confined within the MOF, and the local Financial Affairs Directorate (FAD) proposed by GSP/Taqadum and established by the provinces has no role in funding the directorates.
- Law 95 repeats the term “regional development projects” but does not refer to the provincial Investment Budget (Article 25/Third - e). It also points out that the spending units can open a bank account as authorized by the MOF's Accounting Directorate that can control the account. This is in conflict with the establishment of the FAD, given there

should be only one account for the directorate, and it should include all the departments linked to the Governor.

- Law 95 states that the provincial FADs are administratively linked to the province and the Provincial Council (PC), and technically linked to the MOF, but it does not refer explicitly to the devolved directorates, in accordance with Article 45 of Law 21. In addition, the law overtly indicates that MOF entities remain affiliated only to the MOF Taxation, Customs, Federal Real Estate, Pension Directorates, Federal Banks, Free Zones, and Insurance Companies. This affiliation excludes the MOF from the provisions of Article 45 and the transfer of its directorates to the provinces.
- Article 14/First/A of the Financial Management draft legislation stipulates, “Every Public Administration and self-financed body and directorate should prepare their proposed budgets after their being approved by their directors and competent ministers. In addition, these budgets should include revenues, current expenditure, profits, earnings, losses, investment expenses, cash liquidity, loans, grants, remittances, potential dues, earnings, and losses, especially guarantees and balance sheets. These budgets are to be sent to the MOF no later than September 15 of the current fiscal year for review, consolidation, and endorsement.”
- This statement overlooks the PC’s role in accordance with the authorities granted to it in Article 7/Five/2, which stipulates that the PC is empowered to “endorse the draft public budget of the province and make transfers between its chapters as supported by the absolute majority of PC members. The constitutional standards for allocation to the provincial, District, and Sub-district centers should be observed and submitted to the MOF for consolidation with the budget.” This same violation is found in Clause Five of Article 14 (above) on the transfer issue where the PC’s role is bypassed.
- Article 19/First of the Financial Management draft legislation states: “The MOF should express its opinion on draft legislation that includes financial provisions.” This is contrary to the provisions of Article 7/Third of Law 21, which stipulate that one of the PC authorities’ is to “introduce local legislation, regulations, and instructions to organize provincial administrative and financial affairs in accordance with administrative decentralization, as long as it does not conflict with the Constitution and Federal law.” As a consequence, this adds another restriction on the PC exercising its legislative role based on Article 7 (above) as the MOF does not explain in the draft whether the legislation is federal or local, and thus allows for interpretation by all entities based on their interests.
- Article 2/Third of the Financial Management draft legislation stipulates that the Federal public budget consists of “the expenditures and revenues of the region, the PCs, and provinces not incorporated into a region” where the law considers all fees and taxes revenue for the Federal Treasury. This will prevent the provinces from benefiting from the local revenues, and the law does not mention the provinces’ share from the petro-dollar funds and allocations provided for in the law of the provinces. This Article is in conflict with Article 44 of Law 21, which regards all taxes, fees, and fines imposed in accordance with applicable federal and local laws as provincial revenue and conflicts with the provisions of Article 44/Second and Third of Law 21.
- Article 27/First of the Financial Management draft legislation states, “The taxes and fees are registered as revenue for the public treasury of the state.” This is also contrary to Article 7/Third and Article 44 of Law 21.
- Article 44 of the Financial Management draft legislation is completely in conflict with the provisions of Article 45 of Law 21 of 2008, as amended.
- The Financial Management draft legislation conflicts and restricts the authorities of the PCs stipulated in Article 7/Fourth and Fifteenth in Law 21 as amended.

C. FUNCTIONS AND SERVICES/ ELEMENTS

FINANCIAL FRAMEWORK (F)

In accordance with *GSP/Taqadum's* Local Financial Management Module of the framework, which was presented and approved at the *project's* February 2015 National Local Finance Management workshop held for provincial officials and representatives from the ministries of Health and Education, Ministry of Municipalities and Public Works, Ministry of State for Governorates' Affairs (MOSGA), and Council of Ministers' Secretariat (COMSEC), *project* Finance specialists have been working with the 15 provinces to implement the Module in stages. (Note: Due to the Ministry of Finance's (MOF's) initial resistance to the financial module, the Module did not receive the MOF's support until August 2015.)

GSP/Taqadum's budgeting team has been focused on three major areas, with progress differing in each area according to each provincial government's capacities and resources:

F1. DEVELOPMENT AND IMPLEMENTATION OF A PROVINCIAL MANAGEMENT SYSTEM – FINANCIAL AFFAIRS DIRECTORATE (FAD)

F2. DEVELOPMENT AND IMPLEMENTATION OF A LOCAL REVENUE GENERATION SYSTEM

F3. DEVELOPMENT AND IMPLEMENTATION OF INVESTMENT AND OPERATION BUDGET SYSTEM

These three areas are interrelated and combined together to represent a practical and functional Decentralized Financial Management Framework. Creating a *Local Revenue System* is critical to financing local services, fostering local government accountability, and improving service delivery. Development of a clear and reliable *budgeting process* will combine these revenues with provincial resources transferred from or allocated by the Federal government. Taken together, these two functions should be managed by a provincial *financial authority* (Provincial Finance Management System) that will control resources, conduct financial planning, and oversee spending of budget allocations in accordance with finance policies and regulations.

F1. DEVELOPMENT AND IMPLEMENTATION OF A PROVINCIAL MANAGEMENT SYSTEM – FINANCIAL AFFAIRS DIRECTORATE (FAD)

- The initial process of establishing a Provincial Financial Management System is the restructuring of finance staff roles and responsibilities, and the establishment of provincial FADs responsible for: 1) financing the provincial directorates; 2) combining provincial Operational and Investment budgets and tracking execution; 3) performing auditing and financial control; 4) reporting to the MOF; and 5) providing other related services as needed.

ACHIEVEMENTS

- FAD staff assigned in all 15 provinces
- FAD staff in 15 provinces trained on roles, responsibilities, and FAD system and financial procedures

- Finance staff in targeted directorates in 14 provinces (except Anbar) trained on financial procedures
- The Supreme Audit Board (SAB) Internal Auditing Manual adopted by 12 provinces (except Anbar, Ninawa, and Salah ad Din)
- FAD is functional in 13 provinces (except Ninawa and Salah ad Din)

ONGOING NEXT STEPS: FAD

- Continue to provide Technical Assistance (TA) to FAD on accounting procedures with the MOF and local directorates
- Provide training and TA to newly added directorates on FAD financial procedures and processes
- Train newly added directorates on the SAB Internal Auditing Manual
- Train GO, FAD, and directorates on opening Letter of Credit procedures

F2. DEVELOPMENT AND IMPLEMENTATION OF A LOCAL REVENUE GENERATION SYSTEM

- Establishing Local Revenue Generation Systems ensures provinces are able to finance devolved service delivery functions without total reliance on Federal government funding. Revenue generation activities include: 1) developing fiscal policy; 2) forming Revenue Generation Units (LRUs); 3) conducting economic-based line studies; and 4) developing laws and processes for utilizing, managing, evaluating, and auditing the system. *GSP/Taqadum* has been training provincial governments on the guiding principles, structures, and collection mechanisms for user fee and other revenue collection. This includes taking steps to create a favorable legal environment able to direct payments and conduct public surveys that determine the willingness of constituents to pay for clearly identified services. *Project* staff has been supporting provincial governments in analyzing the national and provincial legal frameworks governing revenue generation by providing a “road map”, and assisting them in drafting local and national laws to establish local user-fee collection, management, and enforcement systems.
- The Revenue Generation System will provide provincial governments with a transparent means to collect and spend local revenue to meet community service needs. This system will also make local government more accountable to its citizens. Having a Local Revenue Generation System in place – even a surcharge system – and having access to local revenue will increase accountability of provincial governments to their citizens. The service delivery incentives facing provincial governments may improve if they have to raise their own revenues through tax or user fee increases, rather than relying on Federal transfers. In the long run, in addition to increasing accountability, Local Revenue Generation Systems will reduce the blame attributed to the Federal government for poor service delivery.
- Understanding the importance of Local Revenue Generation as a means to support service delivery, accountability, and citizen satisfaction, *GSP/Taqadum*’s Local Financial Management approach calls for the establishment of Local Revenue Units (LRUs) responsible for reporting on, financially managing, and eventually collecting local revenues from within each provincial Governor’s Office (GO).

PREVIOUS ACHIEVEMENTS

- Maysan and Najaf established Local Revenue Units in their respective GOs, bringing the total number of provinces that have established LRUs to 13. The 11 provinces of Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Muthanna, and Wasit established their LRUs in the previous quarter. Ninawa and Salah ad Din have yet to establish LRUs.

- Anbar, Babil, Basrah, Diwaniyah, Karbala, Muthanna, Maysan, Ninawa, and Salah ad Din developed Local Revenue Ordinances (LROs) in their respective GOs, bringing the total number of provinces with LROs to 15 (joining Baghdad, Dhi Qar, Diyala, Kirkuk, Najaf, and Wasit).

ACHIEVEMENTS – JULY 1 TO SEPTEMBER 30, 2016

- Muthanna prepared a Local Revenue Road Map, bringing the total number of provinces to have prepared their respective Road Maps to 12 (joining Basrah, Babil, Baghdad, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Najaf, and Wasit)
- Local Revenue generation opportunities were identified in all 15 provinces
- Eight PCs (Babil, Baghdad, Basrah, Diyala, Diwaniyah, Dhi Qar, Kirkuk, and Wasit) adopted the identified Local Revenue generation opportunities
- The Provincial Councils of five provinces (Baghdad, Basrah, Diyala, Kirkuk, and Wasit) passed a Local Revenue Ordinance

ONGOING NEXT STEPS

- Continue to assist PCs in their review of Local Revenue Legislation drafts received from the Governor's Offices to ensure they are in accordance with the *GSP/Taqadum*- proposed Local Revenue Legislation template
- Assist the newly added Directorates to identify new local revenue opportunities in accordance with Article 25 of the 2016 Federal Budget Law
- Continue to assist local governments in the development of a Local Revenue System including: collection methods, revenue management, and annual review of rates
- Continue to provide on-the-job training to LRUs and work with the newly added directorates staff on Local Revenue Management
- Assist provinces to set mechanisms to implement Article 44 of Law 21, as amended

F3. DEVELOPMENT AND IMPLEMENTATION OF INVESTMENT AND OPERATION BUDGET SYSTEMS

Budget preparation, and budgeting in general, allows for the development of a spending plan based on the provincial funds (either on hand or estimated), and ensures there will be enough funds available to support provincial expenses (either planned or actual). The budget process requires a prioritization of needs and a balancing of income to expenditures.

Since 2006, when the Accelerated Reconstruction Development Plan (ARDP) fund first launched, there have been many challenges facing the Investment Budget process in the provinces. *GSP/Taqadum* identified several of these challenges, among them: 1) a lack of coordination between the financial and technical planning processes; 2) no clear policy to drive the investment budget process in the provinces; and 3) a lack of integration between the different projects mentioned in the Investment Budget. The decentralization process has provided the provincial governments with opportunities to address these challenges, as well as plan and manage their budgets in an integrated manner.

To this end, *GSP/Taqadum* proposed a 20-step process to formulate a well-designed, integrated, and applicable Investment Budget, as well as a clear mechanism for identifying the roles and responsibilities of all entities that participate in the budgeting process. Taken as a whole, the 20 steps end with a monitoring and evaluation process that feeds or cycles back into the next fiscal year's Investment Budget preparation process.

INVESTMENT BUDGET SYSTEM

- Building on our earlier *GSP/Taqadum* experience establishing: 1) Provincial Planning and Development Councils (PPDCs) to assist Governors in formulating Capital Budget Plans; 2) Essential Service Delivery Oversight (ESDO) Units to determine service improvement needs; and 3) Citizen Service Desks (CSDs) to determine trends of citizen needs; *GSP/Taqadum* has progressed in its work with the provinces to develop and integrate Capital Budget processes into local budget development
- The Capital Budgeting process will be institutionalized through a PC mandate that will allow citizen input into the decision-making process and hold the provincial government responsible for Operational and Capital Budgets

ACHIEVEMENTS

- Diyala and Muthanna adopted the *GSP/Taqadum*-developed 20-step Investment Budget process bringing the total number of provinces to do so to 12 (joining Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Karbala, Kirkuk, Maysan, Najaf, and Wasit)
- Provincial projects that will be transferred from the 2016 Local Investment Budget to the 2017 Local Investment Budget were identified in 12 provinces (all except Anbar, Ninawa, and Salah ad Din)
- Financial staff in 12 of the targeted directorates in 12 provinces (except Anbar, Ninawa, and Salah ad Din) completed training in the Investment Budget Preparation Process

ONGOING NEXT STEPS

- Train the newly added directorates on the 20-step Investment Budget Preparation process
- Assist the newly added directorates to identify projects to be transferred from 2016 Investment Budget to 2017 Investment Budget
- Assist the newly added directorates to identify and implement monitoring and evaluation procedures
- Work with PPDCs to coordinate and integrate the provincial directorate Investment Budgets

OPERATIONAL (AND MAINTENANCE) BUDGET SYSTEM (NEWLY ADDED ACTIVITY)

- The Operational and Maintenance (O&M) Budget is one of the main elements of any Financial Management System. It represents the backbone of the day-to-day work in any given directorate and allows that directorate to perform its duties related to the delivery of essential citizen-centered services, such as maintenance of water pumps, providing food and clothing for patients in hospitals, etc.
- Formulation of an O&M Budget requires the following of a set of procedures, and a flow of information between a directorate's Financial and Technical Sections.
- *GSP/Taqadum* had identified several weaknesses in the current O&M Budget formulation process that adversely affects service delivery to citizens. To alleviate these weaknesses, *GSP/Taqadum* will develop and propose a series of actions and procedures to enhance the O&M Budget's formulation in targeted directorates (both the directorates we have been working with and the newly added ones). These actions and procedures will include, but will not be limited to, estimation of: 1) different maintenance expenses; 2) different goods requirements; and 3) service requirements.

NEXT STEPS

- Develop and propose an O&M Budget Formulation process
- Train Directorates on the proposed O&M Budget Formulation process
- Train Directorates on how to estimate different types of O&M Budget expenses
- Develop an O&M Budget Manual

ORGANIZATIONAL DEVELOPMENT (A)

Organizational development (OD) is an ongoing, systematic process of implementing effective structural change by using organizational resources to improve efficiency. It can be used to solve problems within the organization, or as a way to analyze processes and find more efficient ways of meeting goals. All organizations have work processes. “Mapping” work processes provides a common framework for all involved that enhances not only lines of communication within an organization, but also an understanding of the roles and responsibilities of staff within the organization. “Process Mapping” techniques focus on identifying, planning, and implementing improvements to each process with the ultimate goal of improving the organization’s efficiency levels.

Once the steps of a given process are identified and mapped, they are analyzed and then streamlined. This involves collectively re-examining key steps and sub-processes with stakeholders – all of the individuals who are involved with inputs and outputs of a specific process. The act of process mapping involves recording and preparing written “as-is” steps that illustrate or “map” the entire process, as well as the resources, timeline, and externalities that impact that process. Streamlining includes questioning each step in the process: Is this a relevant step? Is it a necessary one? Does it comply with rules and laws? Where does this step get placed in the overall sequence of steps? What resources are allocated to support it? Once these questions and others are answered, the identified steps in the process are simplified, reduced, some are eliminated, others are combined or their sequencing is changed. When all of this is completed, the Standard Operating Procedures (SOPs) based on written descriptions of each step in the process are set and can be adopted.

Overall, the goal of process mapping and streamlining is to reduce the number of steps in a given process. For example, the process to obtain required permits to build a new home might not be understood or even known by applicants. The streamlining analysis provides results that reduce and/or reorganize the steps in the process and thus decrease the time it takes to complete it. For the purposes of GSP/Taqadum’s decentralization work, once the steps of a given process are streamlined, they are shared with all the provinces for adoption and are made public via government outreach efforts and campaigns to ensure transparency. In some cases, the process is placed online to allow citizens greater and easier access given applying online for such items as building permits, eliminates human interaction and thus works to reduce corruption. Also, documenting and standardizing processes will allow for a continuous organizational learning system that can get the work done in cases when the person normally in charge of that area is absent or leaves.

The ease of access and level of transparency helps to increase citizen confidence in local government. This is especially important since most of Iraq’s provincial service directorates currently offer an array of tedious and red-tape-filled bureaucratic procedures that citizens have to suffer through in order to obtain certain services. In some cases, these procedures are so difficult to maneuver, citizens are either unable to complete certain service-related transactions, or even worse, give up before actually obtaining the service. In other cases, steps can take months and are, in reality, a waste of time, human resources, effort, and cost.

AI. DEVELOPMENT OF A PROVINCIAL ORGANIZATIONAL STRUCTURE AND MANAGEMENT MODEL



Mr. Abdul Kareem Kasim, USAID COR, encourages participants to take into consideration the future impact on and satisfaction of their constituents – Iraqi citizens who have legitimate concerns about and expectations of the results of decentralization efforts

ACHIEVEMENTS

- On August 8-9, GSP/Taqadum's Organizational Development (OD) Specialists, Chief of Party (COP), Cameron Berkuti, along with *project* International Public Administration Adviser, Mr. Murat Daoudov, hosted a meeting of 14 select Governor's Offices representatives from the seven selected provinces of Babil, Baghdad, Basrah, Diwaniyah, Dhi Qar, Kirkuk, and Wasit, including Baghdad Deputy Governor of Administrative Affairs, Mr. Kareem Mohammed; as well as USAID/Iraq Contracting Officer Representative, Mr. Abdul Kareem Kasim, where participants began preliminary efforts to create optimal organization of the Governor's Office (GO) in the light of the devolution process. Mr. Kasim encouraged participants to take into consideration the future impact on and satisfaction of their constituents – Iraqi citizens who have legitimate concerns about and expectations of the results of decentralization efforts.

The meeting resulted in participants agreeing to: 1) adopt the *project*-developed unified GO Organizational Structure endorsed by Prime Minister Dr. Haider Al-Abadi based on its approval by the High Commission for Coordination between Provinces (HCCP) in December 2015; and 2) establish an "Administrative Decentralization Division" within the existing GO Organizational Structure to facilitate the working relationship between Governor Office and transferred directorates. This division will be responsible for: 1) managing and organizing all correspondence; 2) providing advice; and 3) coordinating activities between all the devolved directorates and units. Participants also took preliminary steps toward developing a management model to support this approved GO Organizational Structure.

Stressing the importance of a rapid and successful transition into a new organizational setting to avoid delays and complication that would negatively affect the provinces, GSP/Taqadum COP, Mr. Cameron Berkuti, stated how important provincial cooperation had been in the huge successes the *project* had made over the years supporting Iraq's decentralization efforts – despite the country's ongoing political, security, financial, and economic challenges. ***"The provinces' insistence to transfer ministerial functions and provided services has been fueled by their desire to best serve Iraq's citizens,"*** said Mr. Berkuti, highlighting that 18 directorates, along with their staff and financial allocations have already been transferred from the ministerial to the

local level. ***“We need to consider the future, the upcoming 2017 elections, and build a GO Organizational Structure that will serve the generations yet to come vision.”***

- On August 30-31, a GSP/Taqadum delegation consisting of Senior Specialists, Mr. Besman Al-Jebouri (Organizational Development) and Mrs. Khadija Al-Jabiri (Policy), and International Public Administration Adviser, Mr. Murat Daoudov, met with Babil Deputy Director General of Education, Mr. Radhi Obiad Hajwal, and Diwaniyah GO Administrative Decentralization Division Manager, Mr. Hussein Kadhum Mansoor, and discussed the initial recommendations regarding the implementation of the GO's organizational structure and roles and responsibilities distribution within governor's organization structure. The meeting resulted in the design of key procedural tools after the review of the following three suggestions:
 - Empowering the management level (Governor Deputies and Assistants) by gradually delegating the Governor's authorities over the devolved entities to them, thus allowing the Governor an overall leadership and guidance role.
 - Setting in place effective coordination and consultation mechanisms via regularly scheduled guidance meetings, while at the same time strengthening monitoring and audit mechanisms. These double-wing management tools will allow the Governor to both steer and control the province's administrative work, and have a positive impact on overall performance.
 - Following the recommendations of the previous workshop held with representatives from the GOs to form a coordination unit (Administrative Decentralization Division) that would be responsible for coordination and facilitation of correspondence, interaction between the newly devolved directorates, and conducting the general coordination secretariat and consultation meetings.



Dr. Torhan Al-Mufti, HCCPSEC Chair (r), Mr. Murat Daoudov, International Public Administration Adviser (c) and COP, Mr. Cameron Berkuti (l) discussing draft GO Org Chart and Management Model

- On September 7, a GSP/Taqadum delegation, including Chief of Party, Mr. Cameron Berkuti, Deputy Chief of Party, Mr. Alaa Al-Hakak; Senior Specialists Mr. Ahmed Al-Sinjari (Legal) and Mr. Besman Al-Jubouri (Organizational Development); and International Public Administration Adviser, Mr. Murat Daoudov hosted a successful meeting with High Commission for Coordination between Provinces' Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, who after reviewing several recommendations proposed by the project, approved the following:
 - The initial draft of the Management Model aimed at improving the functionality of the Governor's Office Organizational Structure, developed by GSP/Taqadum in cooperation with

the provinces and adopted by the High Commission for Coordination between Provinces (HCCP). The draft Model contains key procedural tools that facilitate GO management to better support its steadily growing service delivery responsibilities.

- Use of *GSP/Taqadum*'s approach for the distribution of authorities among the GO and devolved provincial directorates in the above-mentioned Management Model.
- The scheduling of a meeting between HCCPSEC, *GSP/Taqadum*, the Ministry of Planning (MOP), and select provinces to review and agree on the draft restructuring of the Provincial Planning and Development Councils, developed in cooperation with *GSP/Taqadum*.
- The *GSP/Taqadum*-developed GO Accountability framework.

As a result of this meeting, *GSP/Taqadum* set in place a four-week rapid action plan to execute the following requests made by Dr. Al-Mufti:

- To host a National Conference where *GSP/Taqadum* will present its Management Model to all provinces for their review and approval, with Dr. Al-Mufti taking the lead in order to obtain the required approvals for its adoption.
- To conduct a joint meeting between the HCCPSEC, *GSP/Taqadum*, the MOP, and two selected provinces to review and gain approval of the *project's* draft restructuring of the PPDC for adoption by the MOP.
- To conduct a stakeholder focus group meeting to develop a comprehensive Governor's Office Accountability Framework model after the implementation of Article 45.

GSP/TAQADUM CONTINUES ITS EFFORTS TO FINALIZE A UNIFIED GO ORGANIZATIONAL STRUCTURE

BAGHDAD On September 28, *GSP/Taqadum* hosted a meeting of 50 representatives from the High Commission for Coordination between Provinces Secretariat (HCCPSEC), including HCCPSEC Chair, Dr. Torhan Al- Mufti, Ministry of Planning (MOP), Supreme Audit Board (SAB), UNDP, and Institute on Governance (IOG), and officials from the 15 provinces.

The result of this meeting saw participants agree on the following:

- Making appropriate changes to the HCCP-approved provincial Organizational Structure.
- HCCPSEC working in cooperation with *GSP/Taqadum* to: a) draft job descriptions regarding Unit managers in the approved organizational structure; b) set in place procedures to facilitate the conducting of regular management meetings between respective Governors, Deputies, and Assistants; and c) support targeted provinces in forming and activating a provincial Coordination Commission, in accordance with Article 45 of Law 21, as amended, responsible for solving issues between the provincial administrative units, delegating authorities to said administrative units, unifying the structure of provincial Financial Affairs Directorates (FADs), and drafting Governor's Office (GO) by-law, in accordance with the approved GO Organizational Structure.
- *GSP/Taqadum* will finalize the Governor's Office Management Model to support the effectiveness and efficiency of the HCCP-approved GO Organizational Structure.
- *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti's welcomed participants and presented the meeting's objectives. He was followed by Dr. Al-Mufti's briefing all on: 1) the development of the GO Organizational Structure; and 2) the reasons for selecting the *GSP/Taqadum*-developed GO Management Model, including its strengths and opportunities available to provinces that apply it. He also responded to questions from the participants. Dr. Al-Mufti's brief was followed by a presentation of the proposed GO Management Model by International Public Administration Consultant, Mr. Murat Daoudov. *GSP/Taqadum* staff then divided participants into two groups where all: 1) engaged in robust discussions centered on the proposed Management Model; and 2) asked numerous questions regarding the distribution of the remaining authorities among the Governor's Deputies and Assistant, after the transferred authorities are shared with Directors of the devolved Directorates.

NEXT STEPS

- International Public Administration Adviser, Mr. Murat Daoudov will develop a final draft of the Management Model aimed at improving the functionality of the Governor's Office Organizational Structure and present it to High Commission for Coordination between Provinces' Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, for approval.

A2. BUILDING CAPACITY IN PERFORMING TRANSFERRED FUNCTIONS

GSP/Taqadum, and in particular the *project's* Capacity Building team, worked on building the capacity of the eight directorates of the initially targeted Ministries of Education, Health, and Municipalities and Public Works to enable them to receive and manage the transfer of functions.

ACHIEVEMENTS

- May 2016 - began delivering the Capacity Building Plan addressing the following items:
 - Economic and Social Development
 - Principles of Financial Control and Auditing
 - Types of Financial Auditing Procedures
 - Warehouse and Property Management
 - Accounting Procedures
 - Economic and Social Development
 - Developing a Sale and Lease of State Property Law Manual
 - Governor's Roles and Responsibilities Training
 - Developing a Governor's Roles and Responsibilities Manual
 - Developing a Governor's Authorities Manual
 - Administrative Investigation Skill Training
 - Preparing a Draft Notary Law
 - Civil Service Law Training
 - Development of Organizational Structure workshops
 - Measuring Job Satisfaction (Technical Assistance)

NEXT STEPS

- Build the capacity to receive and manage the transfer of functions of the ten directorates of the four newly added ministries:
 - Agriculture (MOA)
 - Directorate of Agriculture
 - Construction and Housing (MOCH)
 - Directorates of Building, Housing, and Roads and Bridges
 - Youth and Sports (MOYS)
 - Directorate of Youth and Sports
 - Labor and Social Affairs (MOLSA)
 - People with Special Needs
 - Vocational Training Center
 - Loans and Employment Section
 - Occupational Health and Safety Section

- Labor and Social Affairs

A3. PROCESS MAPPING AND STREAMLINING CITIZEN RELATED FUNCTIONS AND INCREASING CITIZEN AWARENESS OF THE PROCEDURES IN 12 PROVINCES

ACHIEVEMENTS

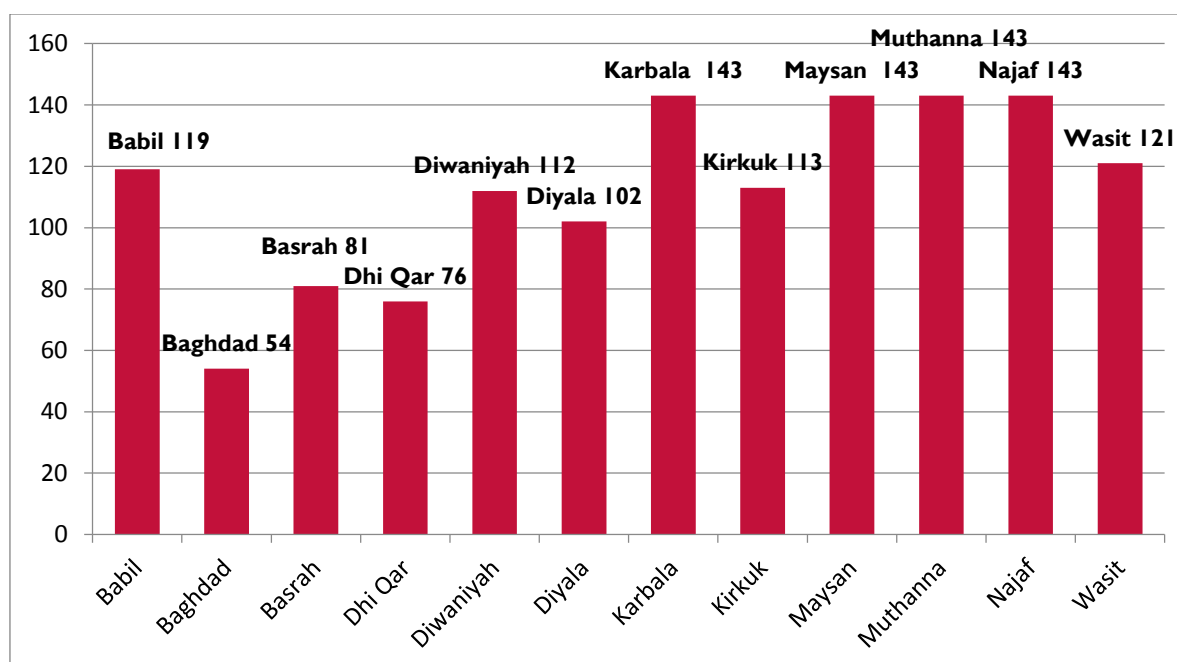
By quarter's end, all similar directorates in the targeted provinces had agreed on and begun to not only adopt, but also post the 143 Standardized Streamlined Service Procedures throughout their respective provinces, including on official website and Facebook pages, in government and directorate building entryways, in the media, and by way of public meetings involving hundreds of citizens. At one of these meetings, Najaf Governor Luay Al-Yaseri told the 125 people gathered, ***“Standardized Streamlined Service Procedures will facilitate the PC members’ monitoring role of services provided by provincial directorates. GSP/Taqadum has a clear and effective imprint on local government work. Its staff worked as true Najaf citizens to serve the province and put the local government on the right track.”***

- **Posted Standardized Streamlined Service Procedures by Province and Sector**

#	Sector	Standardized SL services	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Wasit	Total
1	Health	24			24	24	24		24		24	24	24	24	192
2	Education	19	19		19		19	18	19	19	19	19	19	18	169
3	PC	14	14				14	8	14	1	14	14	14	8	94
4	GO	17	17					17	17		17	17	17	12	114
5	Water	18	18	17	18	18	18	10	18	18	18	18	18	14	185
6	Sewer	20	20		20	20	20	20	20		20	20	20	17	177
7	Municipality	14	14			14		12	14	14	14	14	14	13	111
8	Municipalities	17	17	17			17	17	17	17	17	17	17	14	133
Total		143	119	34	81	76	112	102	143	69	143	143	143	120	1285
Achieved Percent /Province %			83.2	23.8	56.6	53.1	78.3	71.3	100.0	48.3	100.0	100.0	100.0	83.9	74.88

-

• **Number of Standardized Streamlined Service Procedures by Province and Sector**



NEXT STEPS

- Replicate the same process with the newly targeted nine provincial directorates transferred from the four newly added Ministries of Agriculture (MOA), Construction and Housing (MOCH), Youth and Sports (MOYS), and Labor and Social Affairs (MOLSA). The process will include the following steps:
 - Form ad hoc Process Mapping and Streamlining Committees in each of these provincial directorates
 - Gather “as-is” information regarding citizen-centered services delivered by these directorates
 - Train officials from these directorates on how to use the *GSP/Taqadum*-developed Process Mapping and Streamlining approach
 - Record and prepare written “as-is” steps that illustrate or “map” the entire process of each service, as well as the resources, timeline, and externalities that impact that process
 - Unify the steps of these services with those of similar provincial directorates
 - Streamline the process mapped steps of each unified service
 - Share the streamlined steps with all the provinces for adoption
 - Make the streamlined steps available to the public via government outreach efforts and campaigns to ensure transparency

LEGAL FRAMEWORK (L)

Implementation of decentralization requires a sound legal environment that addresses transfer from centralization into decentralization.

LI. ENABLING DECENTRALIZATION ENVIRONMENT

GSP/Taqadum legal specialists aimed to build a legally enabling environment for the transfer and performance of functions at a local level through two parallel approaches:

- Assist in the formation and training of Legal Working Units (LWU) from Provincial Council Legal Committees to research, prioritize, analyze, and advise; draft laws, rules, and regulations; and follow-up on implementation of legislative actions. These LWUs, in cooperation with *GSP/Taqadum*, identified 35 national laws, rules, and regulations that conflicted with the administrative decentralization process of the targeted Ministries, essentially blocking the implementation of Article 45 of Law 21 of 2008, as amended. Working collaboratively with Federal and provincial entities, particularly the provincial Legal Committees, *GSP/Taqadum* compiled recommendations and related draft amendments to address and harmonize these conflicts within the laws.
- Assist the provincial governments in drafting and submitting the recommendations and related draft amendments to the Council of Ministers (COM) for national adoption.

GSP/Taqadum selected four pilot provinces and worked with the Legal Working Units (LWU) from their respective Provincial Council Legal Committees, Governor's Office (GO) Legal Sections, and Legal staff in related directorates. This work involved reviewing, researching, prioritizing, and analyzing all related information in preparation for writing the first draft amendments to laws in conflict with Law 21, as amended, for the new four newly targeted Ministries of Labor and Social Affairs (MOLSA), Construction and Housing (MOCH), Youth and Sports (MOYS), and Agriculture (MOA).

ACHIEVEMENTS

- Babil: reviewed, analyzed, and prepared an initial draft addressing conflicting laws for MOLSA
- Baghdad: reviewed, analyzed, and prepared an initial draft addressing conflicting laws for MOCH
- Najaf: reviewed, analyzed, and prepared an initial draft addressing conflicting laws for MOYS
- Wasit: reviewed, analyzed, and prepared an initial draft addressing conflicting laws for MOA
- Prepared a study regarding the Financial Management draft law (which was read by the Council of Representatives (COR) on September 22, 2016), and provide this study to provinces for their actions
- Babil, Basrah and Diyala: Prepared a study regarding the Renting Agricultural Lands Law, which received its first reading by the COR and provided technical assistance in all provinces on this law and how it conflicts with decentralization, in accordance with Article 45 of Law 21, as amended. All three provinces sent official letters to the COR requesting it conduct yet another review of this Law to make it align with Article 45

NEXT STEPS

- Finalize the initial draft and share, discuss, unify, and adopt it via a national workshop that includes all provinces, HCCPSEC, COM, COR, and the four newly added ministries. The respective GOs and PCs will then submit the final, adopted draft to the HCCPSEC, COM, COR for final approval.

- Assist provincial governments in the drafting and submission of recommendations and related draft amendments to the HCCPSEC, COM, and COR for national adoption.

L2. DEFINE AND DEVELOP ADMINISTRATIVE ROLES, REGULATIONS, AUTHORITIES, AND RELATIONSHIPS BETWEEN THE GOVERNOR'S OFFICE AND THE TEN NEWLY TARGETED DIRECTORATES

As part of our work with all provinces to prepare legal tools that will allow for the transfer of legal functions from the ministries to the provinces, *GSP/Taqadum* continued to assist the Governor's Offices and Directorates by:

1. Reviewing the seven *GSP/Taqadum*-proposed legal mechanisms by which the transferred legal functions can be practiced.
2. Defining their roles, responsibilities, authorities, and working relationships through on-the-job training. Legal functions were then institutionalized in accordance with the *GSP/Taqadum*-developed and proposed model for the distribution of roles, responsibilities, and authorities.

L2.1 ACHIEVEMENTS

- *GSP/Taqadum* Legal Specialists continued their discussions from the previous quarter with the Governor's Offices on managing legal functions slated for transfer to the provinces that are currently authorized by the Ministries. The following are the **seven *GSP/Taqadum*-proposed legal mechanisms** that have been presented to date to the provinces, along with their status regarding review and adoption:
 1. **Endorsement of Contracts, Undertakings, and Guarantees**
 - All PCs reviewed the *GSP/Taqadum*-proposed Notary Public Authority draft legislation granting legal staff in the transferred directorates the authority to ratify contracts, pledges, and guarantees related to their respective directorates
 - The proposed Notary Public Authority draft legislation was adopted by two additional Provincial Councils: Diwaniyah and Muthanna (joining Babil, Baghdad, Karbala, Najaf, and Ninawa, which adopted it in previous quarters)
 2. **Legal Representation**
 - *GSP/Taqadum* provided a proposed Power of Attorney draft form granting legal staff in the transferred directorates the authority to represent their respective directorate in court
 - The Power of Attorney draft mechanism was adopted by an additional province: Muthanna (joining Babil, Baghdad, Basrah, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit, which adopted the proposed draft mechanism last quarter)
 3. **Administrative Investigation**
 - *GSP/Taqadum* worked with all 15 targeted provinces on Administrative Investigation draft instructions
 - The Administrative Investigation draft instructions were adopted by two additional provinces: Dhi Qar, and Najaf (joining Babil, Baghdad, Basrah, Diwaniyah, Kirkuk, Muthanna, and Wasit, which adopted the proposed draft instructions in previous quarters)
 4. **Legal Counselling**
 - The Legal Counseling draft instructions was adopted by eight provinces: Babil, Basrah, Dhi Qar, Diwaniyah, Kirkuk, Muthanna, Najaf, and Wasit
 - The other provinces have prepared a proposed Legal Counseling draft legislation for eventual submission to their respective GOs for adoption

5. Property Management

- Basrah, Dhi Qar, Diwaniyah, Muthanna, Wasit, and Najaf adopted proposed draft instructions for exercising this legal function

6. Eminent Domain

- Basrah, Dhi Qar, Diwaniyah, Muthanna, Wasit, and Najaf adopted a proposed draft instructions for exercising this legal function

7. Contract Drafting

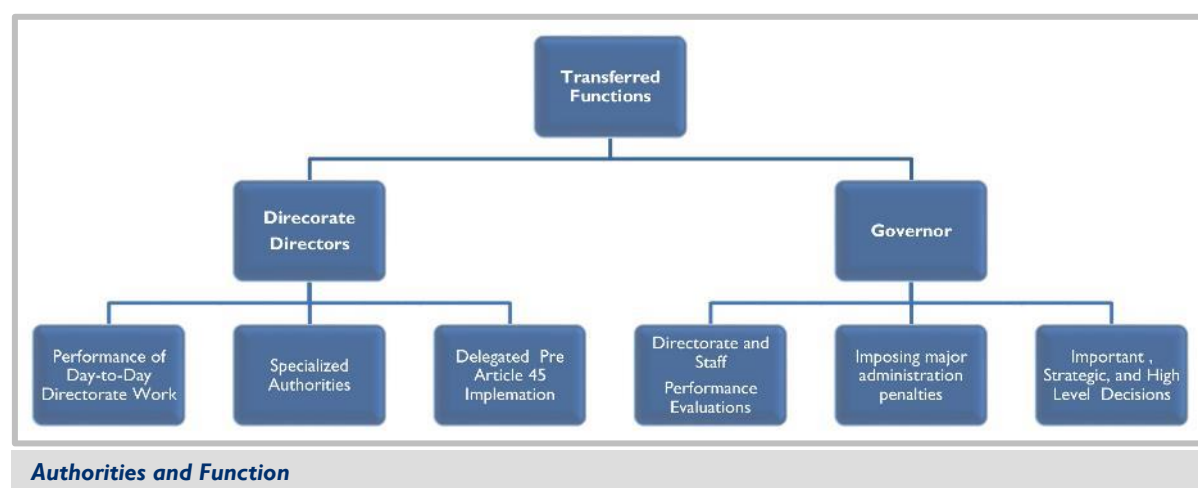
- *GSP/Taqadum* continued cooperative efforts with relevant directorates in all provinces to prepare a proposed Contract Drafting draft forms for eventual submission to their respective GOs for adoption

NEXT STEPS

- Continue cooperative efforts with local governments to facilitate adoption of the *GSP/Taqadum*-proposed legal mechanisms that will allow transferred legal functions to be exercised by the newly added provincial directorates that have not yet adopted these mechanisms
- Develop and submit to provincial governments for their adoption a unified mechanism to exercise the Contract Drafting function

L2.2 ACHIEVEMENTS

CLEARLY DEFINED ROLES, RESPONSIBILITIES, AND AUTHORITIES UNDERPIN



DECENTRALIZATION'S SUCCESS

A subsequent step to the implementation of Article 45 of Law No 21, as amended, stipulates the Governor as the highest provincial executive official mandated with executive and oversight authorities to oversee implementation of the local policy. This requires **that roles, responsibilities, and authorities be clearly identified and distributed among all local government components** – Governor, Director General, and Director, and not centered on the Governor's Office only, which in and of itself, sets the implementation of administrative decentralization on the road to failure.

In support of Article 45 and administrative decentralization, *GSP/Taqadum*, in cooperation with the provincial Directorates of Health, Education, and Municipalities and Public Works, developed a Roles, Responsibilities, and Authorities Distribution Model (RRAD Model) that regulates the financial, administrative, legal, and technical functions once their authorities are transferred from the

ministerial to the local level. Developed to enable Governors to fully exercise their planning, administrative, supervisory, and inspection roles vis-à-vis the provincial directorates, the RRAD Model ensures Governors perform their assigned oversight functions and at the same time empower and hold the professional directors accountable for providing services. This, in turn, will lead to better levels of service delivery to Iraq's citizens.

In addition, the RRAD Model empowers Governors to retain the authority to make important decisions, among them:

- Imposing major administrative penalties on or terminating employees
- Issuing appointment orders or making decisions that have financial consequences
- Assigning authorities that were formerly exercised exclusively by the ministers
- Forming investigative committees
- Imposing administrative penalties on, or accepting the resignations of directors (whether terminated or retiring)
- Creating Fining Committees and making decisions related to fines
- Granting long and/or study leave or dispatching staff for long periods of time (whether in country or abroad)
- Approving plans and programs proposed by the directorates

The *GSP/Taqadum*-developed RRAD Model also delineates ministerial authorities and responsibilities to provincial executive directors (or Directors of Directorates). This distribution enables Directors to perform their daily work, the goal of which is, ultimately, to deliver the best possible level and number of services to citizens. The following criteria was followed when assigning authorities to provincial directorate directors:

- At a minimum, all authorities granted to the executive directors by ministers before the implementation of Article 45, of Law 21, as amended
- All specialized/technical authorities that enable them to exercise the transferred technical functions
- All financial and legal authorities that allow them to perform the day-to-day work of the directorate.

The following examples clearly show the differentiation between the Governor and provincial Director's roles, responsibilities, and authorities:

- **Function (Legal) - Legal Representation**
 - Delegated to the Governor: Allows the Governor to grant of the Power of Attorney to legal staff in the Directorate General or to branches that do not have a legal personality
 - Delegated to the Director General: Based on the Power of Attorney granted to this position, the legal staff in the Directorate Generals can represent the Directorate in court
- **Function (Finance): Transfer of Financial Appropriations**
 - Delegated to the Governor: Allows the Governor to approve transfer of budget items at the provincial level, and to transfer budget items during implementation of budget
 - Delegated to the Director General: Allows the Director General to propose transfer between and relocation within budget items at the directorate level, and also to distribute financial appropriations among directorates and their branches
- The following provinces have adopted and applied, to a certain degree, the *GSP/Taqadum*-developed the RRAD Model:
 - Baghdad: Education, Water, Sewer, and Municipality
 - Basrah: Education, Health, and Municipalities

- Diwaniyah: Education, Health, and Municipality
- Diyala: Education, Health, and all six MMPW provincial directorates
- Karbala: Health, Education, and all six MMPW provincial directorates
- Kirkuk: Health and Education
- Maysan: Health and Municipalities
- Najaf: Health, Education, and all six MMPW provincial directorates
- Wasit: Health, Education, and all six MMPW provincial directorates
- Dhi Qar: Education, Health, and all six MMPW provincial directorates

L2.2 ADDITIONAL ACHIEVEMENTS

- Replicating *GSP/Taqadum's* work with the initially targeted Ministries of Education, Health, and Municipalities and Public Works, regarding the *project's* assisting the GO's and targeted directorates to define the distribution of roles, responsibilities, and working relationships after the functions transfer Ministries to provinces, *GSP/Taqadum* continued meeting with the provinces providing technical assistance and discussing the framework of authority delegation from Governors to Directors. To date, Kirkuk has officially delegated authorities (joining the nine provinces of Baghdad, Basrah, Dhi Qar, Diyala, Diwaniyah, Karbala, Maysan, Najaf, and Wasit that adopted the proposed draft legislation last quarter).
- *GSP/Taqadum* selected four pilot provinces (Basrah, Diyala, Karbala, and Kirkuk) to work with sub-committees in the transferred directorates to prepare an initial draft model outlining the distribution of roles, responsibilities, and authorities between the GOs and the 10 newly transferred directorates from the new four ministries.
 - Basrah to prepare the initial draft model for MOA
 - Diyala to prepare the initial draft model for MOYS
 - Karbala to prepare the Initial draft model for MOLSA
 - Kirkuk to prepare the initial draft model for MOCH

NEXT STEPS

- Work with the remaining two provinces (Babil and Muthanna) to define the distribution of roles, responsibilities, and working relationships after the functions transfer Ministries to provinces
- Regarding the Roles, Responsibilities, and Authorities Distribution Model (RRAD Model) for the four newly added Ministries Agriculture (MOA), Construction and Housing (MOCH), Youth and Sports (MOYS), and Labor and Social Affairs (MOLSA) in the four pilot provinces, *GSP/Taqadum* will: 1) work cooperatively with them to finalize the initial draft; and 2) will share it with all provinces via a national workshop for discussion, unifying, and adoption by ten newly added directorates: MOA – 1; MOCH – 3; MOYS – 1; and MOLSA – 5.

L3. DEVELOP MONITORING, OVERSIGHT, AND ACCOUNTABILITY FRAMEWORK AMONG NATIONAL AND PROVINCIAL GOVERNMENTS- GO, PC, DIRECTORATES, AND CITIZENS



ACHIEVEMENTS

I. On August 30-31, in cooperation with the High Commission for Coordination between Provinces Secretariat (HCCPSEC), GSP/Taqadum held a workshop on the Technical Relationships between MOH and Provinces, and the Transfer of Functions to Directorates that resulted in the following:

- Provincial Director Generals (DGs) must receive all technical authorities to enable them to provide health services
- Governors will oversee the establishment and management of blood banks, with provinces complying, as required, with Ministry of Health (MOH) technical standards and regulations
- The supply of medicines, medical supplies, and vaccines needed to perform preventive and therapeutic services is a ministerial function, and at the local level, the adequate quantities and quality of vaccines will be supplied by the Provincial Health Directorates on a monthly basis
- Agreeing to meet with the Administrative and Technical Affairs Deputy Ministers (after the Eid holiday) to review, comment, and support the Roles, Responsibilities, and Authorities Distribution between Governors and Directors draft model (see *workshop below*)

MOH officials recommended the following:

- Specialized health functions should be transferred to DGs rather than to the Governors, and Law 21 should be amended accordingly
- Provinces should observe the ministerial standards on appointing DGs, DG Assistants, and Section Managers
- Provinces have to observe the ministerial directives regarding emergency service plans to other provinces when needed
- Provinces have to observe the ministerial directives in the events of epidemics

Urging participants to execute the law, decentralize, and enable the provinces to exercise their functions accordingly, Council of Representatives (COR) Regions and Provinces Committee member, Mr. Salim Al-Musallamawi said, ***“The transferring of the functions to the provincial level builds the capacity of the federal government to make good decisions and the provinces to serve citizens better. The Iraqi Council of Representatives strongly supports the transfer of functions and authorities. Achieving legislative consistency in the administrative decentralization execution stage in accordance with Constitution is among its priorities.”***

According to Baghdad PC Chair, Dr. Riyadh Al-Adhahd, Governors should devolve the authorities to the Health Directors, and the functions and authorities transferred to provinces should regularly be evaluated based on service-delivery work progress and achievement indicators. Highlighting that all hardships endured by Iraq stem from the ministerial concentration of power and their reluctance to give the provinces a role, he said there is a need for the federal government to involve the provinces in ministerial budgeting discussions and stressed the necessity of conducting regular workshops and meetings with the MOH.



GSP/Taqadum Chief of Party, Mr. Cameron Berkuti addressing participants at the project's Monitoring, Oversight, and Accountability Framework Development workshop

2. On September 25-26, GSP/Taqadum held a Monitoring, Oversight, and Accountability Framework Development workshop for 14 ministerial and provincial representatives that, after lively discussions on accountability mechanisms for implementing ministerial policies and monitoring provincial execution, resulted in participants agreeing on the following accountability policies:

- Increasing accountability relationships of the transferred directorates will be channeled through the Governor
- The ministries will control national policy implementation via visits and reports produced by various audit entities
- In cases where a breach of ministerial policy occurs, the following sequence of actions could be taken:
 - The ministry in question will approach the Governor, and also alert the PC. The Governor will then take the necessary corrective actions while the PC will retain its role of monitoring
 - The ministry will ask the HCCP to arbitrate, and its decision will be binding on both parties

- If no improvement occurs, the ministry will call to action the external audit institutions, such as the Supreme Audit Board (SAB) and/or the Integrity Commission, which will hold the local government accountable depending on the gravity of the breach
- Based on the reports from the external audit institutions, the Ministry in question will request that the MOF suspend funding allocated to the provincial directorate
- Final options would see the issue brought to the attention of the Council of Ministers, and possibly the Council of Representatives, or the two parties approaching the Federal Supreme Court to resolve the issue

After a presentation by GSP/Taqadum Senior Specialist (Legal), Mr. Ahmed Sinjari, on the current framework of accountability relations in Iraq, GSP/Taqadum International Public Administration Adviser, Mr. Murat Daoudov, reviewed best practices in accountability and suggested the use of “performance agreements” between the ministries and provinces. Participants strongly agreed on the necessity to study this as a possible tool to be added to the framework to improve accountability relations.

In a closing statement to participants, GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, stressed, ***“The PCs, Governors, and executive directorates should coordinate before promulgating any legislation or issuing any local decision. The decentralization and accountability experiments of any country cannot be replicated in Iraq. Instead, decentralization and accountability should be adapted to Iraq’s situation and laws.”***

Acknowledging how GSP/Taqadum’s workshops have enhanced his understanding of decentralization in Iraq, Diyala PC Secretary, Mr. Kheder Al-Obeidi, said, ***“Because I have participated in its workshops, attended more than 11 COMSEC meetings on behalf of Diyala PC Chair, and I am an active advocate for decentralization, GSP/Taqadum nominated me for a US-sponsored leadership program. This increased my knowledge of decentralization exponentially.”***

NEXT STEPS

- Work with federal and local government, Non-government Organizations (NGOs), and Civil Society Organizations (CSOs) to draft general Monitoring, Oversight, and Accountability Framework that will include defining the roles of citizens and CSOs
- Work with Ministries Agriculture (MOA), Construction and Housing (MOCH), Youth and Sports (MOYS), and Labor and Social Affairs (MOLSA) in the four pilot provinces to define the technical relationships between the ministries and transferred directorates
- Continue to share with all provinces, the drafts outlining the technical relationships that were prepared with the initial three ministries (Education, Health, and Municipalities and Public Works

SERVICE DELIVERY IMPROVEMENTS (SD)

SERVICE DELIVERY TRAINING AND SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) DEVELOPMENT (SD1) AND IMPLEMENTATION (SD2) FOR THE FIVE SELECTED SERVICE AREAS IN THE TEN NEWLY TARGETED PROVINCES (VEGETATION PRODUCTION, PRIMARY ROADS, ORPHANAGES, VOCATIONAL TRAINING, AND YOUTH SERVICES FOR SPECIFIC AGE CATEGORIES) IN 12 PROVINCES

ACHIEVEMENTS

- Ongoing technical support for the following directorates of the following ministries: Youth and Sport (Youth Services for Special Age Groups), Agriculture (Vegetation Production), Labor and Social Affairs (Labor and Social Affairs), and Roads & Bridges (Main Roads) through developed and adopted services performance standards, and start measure “as-is” performance indicators as an introductory efforts preceding the planned (next quarter) SDIP development with each service sector.
- Directorate of Youth and Sport (Youth Services for Special Age Groups) SDIP: All 12 provinces formed Service Delivery Improvement Plan Development Committees (SDIPDCs), were trained, adopted the Service Performance Standards, collected service data, and submitted service indicators to GO. At quarter’s end, all 12 directorates were processing in Gap Analysis as part of their SDIP development for the Youth and Sport Sector.
- Additional support was provided to the Directorate of Agriculture (Vegetation Production) in all 12 provinces via SDIPDC member who were trained on: 1) SDIP methodology; and 2) how to develop and adopt standards. All 12 provinces are in the process of calculating their respective recent performance indicators.
- Directorate of Labor and Social Affairs (Orphanage Housing, Vocational Training Centers), SDIPs: All 12 provinces formed 2 Service Delivery Improvement Plan Development Committees (SDIPDCs), were trained, adopted the Service Performance Standards, collected service data, and submitted service indicators to GO. At quarter’s end, all 12 directorates were processing in Gap Analysis as part of their SDIPs development for the Labor and Social Affairs Sector.
- Additional support was provided to the Directorate of Roads & Bridges (Main Roads) in all 12 provinces via SDIPDC member who were trained on: 1) SDIP methodology; and 2) how to develop and adopt standards. All 12 provinces are in the process of calculating their respective recent performance indicators.

NEXT STEPS

- Continue work with the SDIPDCs for the newly added Youth and Sport (Youth Services for Specific Age Groups) service directorate in 12 provinces to draft and share respective SDIPs with citizens, collect citizen feedback, and then share the final draft with the Task Force in each province for final adoption

SD3. SERVICE DELIVERY IMPROVEMENT PLAN IMPLEMENTATION OF THE PRIMARY HEALTH CARE, PRIMARY EDUCATION, WATER, SEWER, AND SOLID WASTE COLLECTION IN THE CENTER OF FIVE PROVINCES (BASRAH, DHI QAR, KARBALA, MAYSAN, AND MUTHANNA) AND FOR SOLID WASTE COLLECTION OUTSIDE THE CENTER OF DHI QAR AND KARBALA

ACHIEVEMENTS (OVERALL)

- Followed-up on the implementation of 27 SDIPs for Primary Health Care, Primary Education, Water and Sewer, including two added SDIPs for the Municipalities Directorates of Dhi Qar and Karbala
- Provided technical assistance on how to develop a short- and long-term solution implementation Action Plan, tracking tools
- Trained the newly formed ESDOs in all five provinces on the Monitoring and Oversight Procedures and how to apply them to their site visit work to measure the effectiveness of implemented SDIP-related solutions and collect citizen feedback the level of respective improvements to services

ACHIEVEMENTS (BY PROVINCE)

- **Dhi Qar:** The Sewer Directorate focused on increasing revenue by forming Revenue Collection Committee, assigning sewer directorate staff to collect sewer service collection fees, which the directorate utilized to maintain the sewer network and pay staff wages
- **Karbala:** The Sewer Directorate expanded its maintenance centers in order to provide quick response to citizens complaints by increasing and distributing the number of units and increasing the number of maintenance staff, and also widely disseminated related contact information, including the phone number and email (Sca.kar@mmow.gov.iq) of the citizen complaint desk
- **Muthanna:** Activating Parent Councils and citizen participation, the Education Directorate succeeded in rehabilitating eight schools, and at the same time, via increased cooperation with international organizations such as UNICEF, provided five caravan schools and four Health caravans for nine preexisting and overcrowded schools
- **Maysan:**
 - By redistributing its resources, the Health Directorate increased the health care coverage indicator by increasing the number of specialist doctors on staff, transferring 22 doctors to the Primary Health Care Centers (PHCCs), and expanding the PHCCs to include a minimum two medical units, each serving 10,000 citizens (as per the standard), and trained 27 nurses to serve in the PHCCs as Physician Assistants (PAs)
 - **June:** GSP/Taqadum joined Essential Service Delivery Oversight (ESDO) working group members and conducted a site visit to Al-Wathba Primary School, which serves approximately 540 students. The visit verified the satisfactory implementation of short-term solution # 8, “Make Use of International and Local Organization Support to Conduct Training and Development Programs Aimed at Increasing Student Success Rates in English and Mathematics Classes,” cited in the Education Directorates Service Delivery Improvement Plan (SDIP) developed in cooperation with the *project*. To ensure implementation of the solution, ESDO working group members reviewed the results achieved by the three English and Mathematics teachers who received training courses, supported by the United Nations Children’s Emergency Fund (UNICEF). During the development of the SDIP, GSP/Taqadum had urged provincial Education officials to approach international and local organizations to support teacher training programs conducted by the Directorate of Education.

“Training programs are especially important for building the skills of new teachers and contribute considerably to increasing student success rates,” said Al-Wathba Primary School principal, Mr. Adnan Hashim.

- **July:** GSP/Taqadum joined Essential Service Delivery Oversight (ESDO) working group, and conducted a site visit to Al-Rawabi Al-Khudhur Primary School, which serves approximately 180 students. The school is located in Ksaiba town, about 10 Km away from Umarsh City, the capital of Maysan. The caravan-classroom school was built without sanitary facilities. The

visit verified the implementation of short-term solution # 9, “Provide schools with four-seat caravan toilets” cited in the Education Directorate Service Delivery Improvement Plan (SDIP) developed in cooperation with the *project*. To ensure implementation of the solution, the ESDO work group members were shown clean, four-seat caravan toilets provided by UNICEF. Though the toilets were not fully operational due to improper piping installation, the ESDO members considered the solution implemented but recommended that the piping issue should be immediately addressed.

- **August:** *GSP/Taqadum* joined Essential Service Delivery Oversight (ESDO) working group members and conducted six training sessions and one site visit that taken together, resulted in the verification of the implementation of two short-term solutions cited in Service Delivery Improvement Plans (SDIPs). The implementation of the first, Health Directorate SDIP solution # 5, “Transformative Training Program for Nursing Staff to Meet Shortage in Health Staff” was verified as a result of the trainings held at the Health Directorate’s Training Center and saw several medical and nursing staff position titles changed from general to more specific ones, including physician, pharmacist, dental assistant, and X-ray photographer, among others.

Verification of the implementation of the second: Water Directorate SDIP solution # 1, “Increase Water supply time from 20 to 22 hours per day” was verified during a site visit to Al-Munjid Water Treatment Unit in the Awashra area of central Ijarah City, which serves 1200 households and is expected to increase the water quantity indicator by 10 percent. Households around Al-Munjid Water Treatment Unit confirmed that actual supply of water has increased from 20 to 22 hours a day.

SUCCESS STORY

WATER FLOWS INTO HOMES OF LOW INCOME AND POVERTY LEVEL FAMILIES

On September 3, *GSP/Taqadum* joined Essential Service Delivery Oversight (ESDO) working group members and conducted a site visit to Alef Dar (Arabic for 1000 Houses) community, located 20 km south of Amarah, in the city center of Maysan. The local government constructed the 1000 house community in February 2016 for low income and poverty-level families. An estimated 5000 people currently live in Alef Dar, which suffers from a lack of services, including those of education, electricity, health, and water.

Due to Iraq’s ongoing economic crisis, the community was not supplied with a compact water treatment unit to pump drinking water to households. This left residents needing to buy tanker or bottled drinking water, which added an additional burden to their already limited income. In



A Water Directorate worker oversees operation of the newly installed compact water treatment unit transferred from Al-Kahla’a District to Alef Dar

June 2016, the Water Service Delivery Improvement Plan Implementation Committee (SDIPIC) developed in cooperation with GSP/Taqadum, oversaw the implementation of long-term solution # 5: “Installation of a Compact Water Unit in Anticipation of Population Growth,” cited in the Water Directorate’s Service Delivery Improvement Plan (SDIP). Implementing this solution involved the Water Directorate’s transfer of a water compact unit from Al-Kahla’a District to Alef Dar. The ESDO site visit verified satisfactory implementation of this solution – thanks to the unit’s capacity of 240 m³/h, has seen the water coverage indicator increase to 100 percent.

Residents interviewed expressed both relief and satisfaction regarding the quantity and continuity of drinking water supplied to their homes. **“We no longer have to buy tanker water,”** said resident Kasim Dagher. **“It is a great relief.”** Echoing this sentiment, resident Um Mohammed said, **“Before the installation of this compact unit, we would not have water for up to three days without water when it would rain. The water tankers could not access our neighborhood. Now, we have water continuously flowing into our homes.”**

The solution to transfer the compact water treatment unit instead of buying a new signals a significant success, both in terms of improving the delivery of drinking water to citizens and therefore engendering community appreciation and satisfaction, as well as showcasing the strength of the Water Directorate’s SDIP-related resource management. Given the installation of a new water compact treatment unit in Alef Dar would have cost the Directorate 1,700,000,000 IQD, the transfer has provided great savings to the local government.

NEXT STEPS

- Continue to provide training to SDIPICs on how to follow-up SDIP implementation in accordance with their respective Action Plans, and provide the Task Force and GO with periodic progress updates
- Continue to provide training to Essential Service Delivery Oversight working groups on how to measure the effectiveness of implemented solutions effectiveness in five provinces
- SDIPICs and ESDO working groups will update Task Force, and GO- and PC-related Committees on the progress of SDIP implementation progress and ESDO site visit results, including citizen feedback
- **Karbala** and **Muthanna**: Continue to provide training to Essential Service Delivery Oversight working groups on how to facilitate the adoption of monitoring and oversight procedures.

SPOTLIGHT

ESDO WORKING GROUP, DEVELOPED IN COOPERATION WITH GSP/TAQADUM, INSTITUTIONALIZED



MAYSAN A practical tool to determine the effectiveness and efficiency of the actual delivery of essential services to provincial constituents is the Essential Service Delivery and Oversight (ESDO) monitoring process and related working groups. The ESDO process involves a four to six-member working group that consists of provincial government officials, including Governor's Office staff, respective Directorate-related PC committee members, and other Directorate technical experts. The ESDO working group, by way of site visits, measures the level of essential services in underserved neighborhoods in the sectors of the Ministries of Municipalities and Public Work, Health, and Education.

The ESDO working group also develops action plans that outline how it will conduct site visits and collect indicator data; assesses the current level of services; measures the gaps between the standards and service indicators; and provides recommendations to improve service delivery using legal, technical, financial, and administrative measures. In a nutshell, ESDO efforts provide accountability born of a system of checks and balances and let the Governor know if more support is needed to implement the solution.

A critical aspect of ESDO working group process is to measure the gap. Members do this by comparing the current “as-is” indicator data measurement to the adopted standard and determining what changes have occurred to the gap between the two. The status of the gap (is it larger than before? The same? Or has it been reduced?) signals the success (or not) and level of the solution’s implementation, which, in turn, shows the level to which the service has been improved (or not).

GSP/Taqadum’s Essential Service Delivery Oversight (ESDO) activity has been and remains one of its most successful and visible interventions. First established in 2014, ESDO working groups have assisted provincial governments and directorates throughout Iraq to work together to improve trash collection, and water, sewer, and storm water networks services in underserved neighborhoods.

Maysan is one of the provinces that successfully institutionalized ESDO as a fully funded functional unit of the Governor’s Office (GO) organizational structure.

Among the very first to be established, in January 2014 Maysan’s ESDO working group began working hand-in-hand with *GSP/Taqadum* during the four months leading up to *GSP/Taqadum’s* ending its work with Maysan in April 2014. Structured as a division within the GO, Maysan’s ESDO working group continued its work conducting numerous site visits and field surveys for basic services without the project’s assistance.

Realizing the significant responsibilities of the ESDO working group, Maysan Governor Ali Dawai assigned Senior Engineer, Mr. Majid Jasim Chair of the province’s ESDO working group (via Administrative Order dated May 5, 2015). One month later, on June 8, the ESDO working group conducted an extensive survey on the status of potable water, sewer, and trash collection services in the neighborhood of Al-Mu’alimeen. Based on the ESDO working group’s draft report on this survey, Governor Dawai ordered (via official letter No. 832 dated June 29) Water Directorate officials to address issues cited in this report.

In May 2016, *GSP/Taqadum* returned its focus to the province and working in cooperation with its ESDO working group, was able to facilitate verification of short- and long-term solutions cited in Service Delivery Improvement Plans (SDIPs) of targeted directorates. To date, Maysan’s ESDO working group, accompanied by *GSP/Taqadum*, has conducted 14 site visits to verify the implementation of short-term solutions, recorded citizen feedback, and assessed citizen satisfaction on the services delivered. Maysan’s ESDO working group recommendations focus on taking quick action to address service gaps, and at the same time plan permanent and sustainable solutions.

Recently, on August 21, Governor Dawai ordered the Directorate of Water to take action in response to ESDO site visit results based on citizen feedback and ESDO field surveys.

SD4. SERVICE DELIVERY IMPROVEMENT PLAN IMPLEMENTATION OF THE PRIMARY HEALTH CARE, PRIMARY EDUCATION, WATER, SEWER, AND SOLID WASTE COLLECTION IN THE CENTER OF SEVEN PROVINCES (BABIL, BAGHDAD, DIWANIYAH, DIYALA, KIRKUK, NAJAF, AND WASIT) IN THE HEALTH, EDUCATION, AND MUNICIPALITIES SECTORS

ACHIEVEMENTS (OVERALL)

- Followed-up on the implementation of 37 SDIPs in the five service sectors of: Primary Health Care, Primary Education, Water, and Sewer to reach a cumulative 438 short-term solutions out of a total of 638 identified
- Provided Technical assistance to the SDIPICs and ESDO working groups on how to measure the effectiveness of implemented solutions

ACHIEVEMENTS (BY PROVINCE)

- **Babil:**
 - The Education Directorate, with GO support transferred from other officials entities and made ready for use 15 caravans to be used as bathrooms for students in three schools serving approximately 900 students.
 - To reduce student overcrowding in schools, the directorate proved eight school caravans for the al-Adhwa, Hudiyya, and Imam Baqer primary schools through UNICEF funding.
 - The directorate and GO formed a Central Committee to follow-up on student drop-outs throughout the province and linked with key Civil Society Organization (CSO) leaders to encourage students to return to school
 - Activating Parent Councils and citizen participation, the directorate succeeded in rehabilitating 288 schools of different educational levels
- **Baghdad:**
 - On July 27, GSP/Taqadum Service Delivery staff joined the Deputy Governor for Technical Affairs representative, Mr. Zaid Abdul-Adil, and Essential Service Delivery Oversight (ESDO) working group members and conducted a site visit that verified the satisfactory implementation of a number of solutions cited in the Baghdad Municipalities Service Delivery Improvement Plan (SDIP), among them: 1) establishment of a specialized auto repair shop and car wash facility; 2) an open dump converted into a public park; and 3) Municipalities' properties sold to employees for housing at low prices. During the site visit, ESDO working group members interviewed citizens who expressed their happiness and thanks at the conversion of the open dump into a beautiful park.
 - Activating Parent Councils and citizen participation, the directorate succeeded in rehabilitating three schools, added an annex to five schools, and rehabilitated bathrooms in 23 schools
- **Diwaniyah:**
 - The Health Directorate provided two ultrasound and four suction devices for PPDCs
 - By way of a citizen awareness campaign via its website, the Municipality Directorate, distributed trash cans and bags to citizens
- **Diyala:** The Health Directorate transferred (redistributed) 102 staff from secondary health care facilities (hospitals) to PPDCs to cover acute shortages in Primary Health Care services

NEXT STEPS

- Essential Service Delivery Oversight working groups will continue to: 1) measure the level of service improvements based on indicators found during field tests; 2) utilize the systemized Service Delivery Monitoring procedures; and 3) track SDIP implementation via site visits based on updated site visit Action Plans

SD5. POST-DISASTER MANAGEMENT AND SERVICE RESTORATION CAPACITY BUILDING IN 12 PROVINCES

RESULTS OF GSP/TAQADUM POST-CONFLICT CAPACITY BUILDING EFFORTS WITH ANBAR AND SALAH AD DIN FTTs REVIEWED



Anbar Governor's Office Technical Advisor, Mr. Jasim Mohammed, presenting achievements made by the Field Technical Team (FTT)

BAGHDAD On September 21, GSP/Taqadum met with Anbar (15) and Salah ad Din's (16) Field Technical Team (FTT) members and reviewed the following activities, and related levels of performance that have occurred as a direct result of the capacity building the project has been providing over the last 12 months.

Results of GSP/Taqadum Capacity Building Efforts

Both FTTs:

- Performed assessments of damaged infrastructure in their respective regions using the sector-specific Damage Assessment forms developed in cooperation with GSP/Taqadum. Some of these assessments have resulted in the development of repair and restoration projects. According to Anbar Governor's Chief Advisor, Mr. Jassim Mohammad Abdullah, the GSP/Taqadum-developed Damage Assessment forms are highly appropriate to the situation and related decision-making process, and provide the provincial post-conflict planners with comprehensive damage evaluations. Anbar requested additional capacity building to train more staff in how to perform these assessments.
- Reported that GSP/Taqadum's capacity building efforts have helped the FTTs' members to focus, organize, unify efforts, and set priorities to projects they have identified.

- Reported that they are better positioned to seek out and attract funding from and secure cooperative projects with international donors. To date, the main entities sourced for funding have been the UNDP and Red Cross, with proposals for large infrastructure projects submitted to the Iraq Reconstruction Fund.
- To a large degree, they have used the Post-disaster Recovery Action Plans, developed during *GSP/Taqadum* workshops. However, given the liberation of many areas took place in a short amount of time, the workload of each FTT member is greater than their capacity to perform all of the needed Damage Assessments in their respective sector at this time.

Salah ad Din:

- The FTT's line of communication with the Governor's Office was affected by the replacement of Deputy Governor, Mr. Ismaeel Khudair Haloob, who up until he left, was deeply involved with the team and its activities. Assistant Governor for Technical Affairs, Mr. Ahmed Mohammad Faraj, said he would not only work with the FTT but also act as its conduit to the Governor's Office.
- The FTT does not yet have a designated office from which to operate and meet both with other members and with agencies (such as the UNDP, Red Cross, Civil Society Organizations, World Health Organization, etc.).
- Reported that many provincial directorates are not informed about the FTT or its functions.
- Working in isolation, the FTT lacks financial and moral support and has requested the Provincial Council institutionalize their team in order to separate them from political influence.

Anbar:

- FTT members reported that what they learned in the *GSP/Taqadum* Post-conflict workshops regarding the concept of Internally Displaced Persons' Welcome Centers has proven to be very beneficial and effective.

SD6. INSTITUTIONALIZE SERVICE-BASED PERFORMANCE MANAGEMENT SYSTEM (SBPMS) IN 12 PROVINCES

GSP/Taqadum uses a results-based Service Delivery Management System that emphasizes achieved impacts as essential to the practice of good management. The system includes:

- Defining strategic goals
- Aligning programs, projects, people, and resources to achieve these goals
- Performance and ongoing monitoring based on the use of standards and indicators, and integrating lessons learned into future planning
- Ensuring continuous feedback to improve performance

The core of *GSP/Taqadum*'s systematic approach, these principles underlie the development or planning framework, and implementation of Service Delivery Improvement Plans (SDIPs), which support the service directorates to both achieve and measure the results and the quality of their interventions.

STANDARDS – the ultimate goal or desired state, and **INDICATORS** – a set of metrics for benchmarking the current level of service delivery performance, are key components of the strategic planning framework. Taken together, they reinforce the results-based approach to improving the level of citizen-centered services. The Gap Analysis process identifies the gap between each specific service's current state (indicators) and its future or desired state (the standard). It is used to ensure that the service delivery improvement process does not jump from identifying problem areas and

their proposed solutions without first researching and understanding the conditions that created the current under par state. Gap Analysis also ensures that local governments will develop programs, projects, and activities that are aimed at reducing the gap and improving the delivery of services.

GSP/Taqadum has worked with service-related directorates in the 12 provinces (Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Najaf, Maysan, Muthanna, and Wasit) to develop and adopt a set of standards and indicators to support the development of SDIPs in the following areas: Vegetation Production, Orphanage Housing, Primary Education, Primary Health Care, Roads and Bridges, Sewage, Solid Waste Treatment, Vocational Training Centers, Water, and Youth and Sport.

OVERALL OBJECTIVE: The use of **standards** and **indicators** enable governments and service providers to identify gaps and track the progress of reducing the gap between the **standard** and **indicator** by implementing short- and long-term solutions over a period of time. The overall objective is to gauge the quality of service delivery. It is envisaged that high public awareness and a persistent focus on the standards and indicators will mobilize policymakers, citizens, service providers, and other stakeholders to take appropriate and sustainable actions to improve the quality of services and ultimately to improve the outcomes.

ACHIEVEMENTS

- To ensure institutionalization of the Service-Based Performance Management System (PMS) in the 12 provinces, *GSP/Taqadum* continuing in providing technical assistance to the GO and PC Service-related Committees in order to facilitate its adoption by the PC
- *GSP/Taqadum* drafted a PMS implementation mechanism for presentation to the GOs in the next quarter

NEXT STEPS

- **Five Southern Provinces – Basrah and Muthanna:** Continue to provide technical support to facilitate adoption of the Standard Performance Management Resolution
- **Seven Targeted Provinces – Baghdad, Diyala, Kirkuk, Najaf, and Wasit:** Continue to provide technical support to support the adoption of the Standard Performance Management Resolution

SD7. TRASH COLLECTION MANAGEMENT SYSTEM (TCMS) DEVELOPMENT AND IMPLEMENTATION

A growing population, rapid economic growth translating into increased personal incomes, and ongoing sectarian conflicts and terrorist activities have created enormous challenges for Iraq's solid waste management. An estimated 31,000 tons of solid waste is produced daily, with per capita daily waste generation estimated at between 0.8 and 1.4kg. Baghdad alone produces in excess of 1.5 million tons of solid waste yearly. Rapid growth in solid waste production combined with inadequate trash collection services, has put increasing strain on an outdated and mismanaged infrastructure heavily damaged by years of conflict.

Background Timeline: *GSP/Taqadum's* involvement with Trash Collection Management System Development began May 3-5, when the project hosted a meeting with the Ministry of Municipality and Public Works (MMPW) where participants developed a new Trash Collection Management System (TCMS) framework that promised to greatly improve the existing trash collection system. During this meeting, **Wasit and Najaf** were selected as **pilot provinces** to implement the new system.

Taking the initiative to roll out the new TCMS framework, *GSP/Taqadum* began meeting with Wasit and Najaf Governors. Expressing his full support to implement the TCMS, Wasit's Governor Wadi immediately instructed the Municipality Directorate to start its first phase by providing the required accurate data regarding the current status of Wasit's trash collection. On May 12, in letter No. 1/9/1656, Governor Wadi officially committed to adopt the *GSP/Taqadum*-developed TCMS framework. Two weeks later, on May 31-June 3, *GSP/Taqadum* hosted its "Trash Collection Operational Development" workshop, which was attended by representatives from the MMPW, and officials from Najaf's and Wasit's Governor's Office (GO) and Municipality Directorates.

WASIT AND NAJAF AS TCMS PILOT PROVINCES - WASIT TAKES THE LEAD

On June 30, Wasit's Municipality Directorate sent letter No. 20142 to the Governor's Office, along with a finalized, approved, and adopted Trash Collection Management System (TCMS) Action Plan. All parties, including the Municipality Directorate and key GO officials, agreed to implement the TCMS Action Plan beginning in July. ***In an unprecedented sign of Wasit's appreciation of GSP/Taqadum efforts, Project Service Delivery Specialist, Mr. Hassanein Alwah, was invited to sign this letter.***

Implementation of the Action Plan with these preliminary actions: 1) establishing a committee to develop the TCMS Action Plan; 2) reviewing and substantiating all related trash collection information provided by the Municipality Directorate; 3) identifying areas to be targeted; 4) redistributing vehicles and workers in the targeted areas; 5) purchasing 45,000 trash bags for future distribution to households in the targeted areas; 6) determining the routes of trash collection trucks; 7) weighing garbage trucks to accurately baseline the amount of trash collected; 8) gathering information in the targeted areas to determine street lengths; paved and unpaved streets; the number of people, houses, and commercial shops; and the amount of garbage produced; and 9) outfitting garbage trucks with Global Positioning System (GPS) tools to optimize garbage collection routes and determine garbage truck trash collection productivity.



Here, in one of several Action Plan development meetings held throughout the month of June, Deputy Governor, Mr. Rashid Edan (center), points to the areas to be targeted by the TCMS

On July 15, the Al-Kut Municipality Directorate hosted a public meeting in the Al-Zahara'a neighborhood announcing July 24 as the start date for the implementation of Wasit's Collection

TCMS. Al- Zahara'a is just one of the several underserved areas targeted to pilot the TCMS. Participants included Deputy Governor, Mr. Rasheed Edan; Deputy Provincial Council (PC) Chair, Mr. Sahib Al-Jleibawi; Governor Assistant for Service Affairs, Mr. Nabeel Shammah; the Municipality Director and managers; and residents and Mukhtars (neighborhood leaders).

Stressing that the project's success requires full cooperation and coordination between local government and citizens, Deputy Governor Edan said, **"We can use mosques to educate citizens and urge them to cooperate and support the implementation of this system."**

Implementation of the TCMS Action Plan began on July 24 in the targeted areas and included the following actions:

- Conducting of a rapid scan survey one month after the start of implementation to gather public opinion regarding the effect of the TCMS plan's implementation as well as suggestions on how to improve trash collection
- Conducting of a public outreach and awareness campaign that involved the Mukhtars and included: a) announcing the new trash collection system, b) educating residents in the targeted areas, c) garnering citizen cooperation, and d) publishing truck routes on Wasit's official website, along with all related trash collection details, including the number of the garbage trucks, the Municipality foreman's phone number, and the trash pickup schedule.
- Holding of a public meeting where Wasit Governor Malik Wadi announced the new TCMS.

In recognition of GSP/Taqadum's supportive role, Governor Wadi ordered the project's logo placed prominently on all banners used in the public outreach and awareness campaign.

On September 20, GSP/Taqadum updated the newly appointed Al-Kut Municipality Director, Mr. Ali Abd Sewan, on implementation progress and best practices of the project-developed Trash Collection Management System (TCMS) being implemented in the pilot provinces of Najaf and Wasit. Impressed by the progress made, Mr. Sewan ordered TCMS implementation be expanded to include an additional two neighborhoods, thus servicing a total area of 2.7 Km² and its 2,580 residents. The next day on September 21, routes and related pickup schedules for three garbage trucks were identified.

NAJAF COMES ONBOARD IN JUNE – SUBMITS TRASH COLLECTION MANAGEMENT ACTION PLAN TO GOVERNOR ADVISOR



Najaf Municipality Directorate representatives submitting the Trash Collection Service Implementation Action Plan to Governor Advisor for Service Affairs, Mr. Ahmed Al-Hilu

NAJAF On June 29, after GSP/Taqadum Service Delivery specialists met with Governor Advisor for Service Affairs, Mr. Ahmed Al-Hilu, and Municipality officials and reviewed the Trash Collection Service Implementation Action Plan developed by the Municipality Directorate, the Municipality Directorate issued letter No. 125/19213 dated June 29. The letter contained a copy of the Trash Collection Service Implementation Action Plan with the following main points: 1) a waste collection method; 2) manufacturing of trash containers; 3) optimization of waste collection vehicle routes; and 4) the use of transfer stations.

MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MMPW) EMBRACES FUNCTIONS TRANSFER AND SUPPORTING TRASH MANAGEMENT COLLECTION SYSTEM IN NAJAF



MMPW Deputy Minister, Mr. Yalmaz Shahbaz reviewing the Ministry's staff lists and budgets that were sent to the Ministry of Finance

BAGHDAD On August 29, *GSP/Taqadum* met with Deputy Minister of Municipalities and Public Works (MMPW), Mr. Yalmaz Shahbaz, and confirmed: 1) the Ministry of Construction, Housing, and Public Municipalities (MOCHPM) had sent the lists of staff and budgets that were provided by the MMPW Directorates of Municipalities, Planning and Follow Up, Water, Sewer, and Urban Planning to the Ministry of Finance (MOF), and 2) the transfer process has entered its final stages, and the MOF will start transferring all appropriate staff to the provinces. Staff payroll and promotions continue to be executed by the MMPW since the Directorates' staff has not been transferred to the provinces yet.

In support of **Najaf's** Trash Collection Management System (TCMS) project, *GSP/Taqadum* discussed the province's request to use some of its Municipality revenues accumulated over the years that currently total 36 billion IQD to implement TCMS. According to Mr. Shahbaz, these funds were slated for use as per the former Minister's instructions, to implement projects such as the paving of roads and purchase of equipment. However, that directive has since been canceled. Project staff responded by asking the Directorate General of Municipalities to increase Najaf's Municipality allocations via its 2016 Operational Budget in order to supply the much-needed cleaning service funds. Two weeks previous to this meeting on August 16, the Najaf's Municipalities Directorate sent the MMPW Letter No.23455, asking it to send a letter to the Ministry of Finance to increase its allocation for 2016 by 3 billion IQD for cleaning purposes.

On September 22, *GSP/Taqadum* attended a meeting with Governor's Office representatives and Municipality Division managers including Governor Advisor for Services, Mr. Ahmed Al-Hilu, where participants reviewed recommendations made during the *project's* Trash Collection Operational Development workshop (May 31- June 2, 2016). Given an additional 230 cleaning staff, machinery, and trucks were hired to support TCMS implementation, participants selected Sector 3 (estimated population of 70,000) as a pilot area for TCMS implementation, and agreed to: 1) improve coordination between the Municipality Directorate and Governor's Office to cover the cost of implementing the TCMS in this added area; 2) distribute trash bags to citizens; and 3) raise citizen awareness of community cleanup and the use of trash bags. USAID Field Monitor, Mr. Ayman Atiya, was also in attendance.

REPORT ANNEXES

ANNEX A: LETTERS

A good litmus of the positive effect of GSP/Taqadum's decentralization work can be seen through the spectrum of letters Government of Iraq (GOI) officials regularly publish that request actions take place that can be traced back to a specific and/or direct cooperative intervention on the part of project staff. Tracking the "Letters" also provides an ongoing update on the official decentralization-related actions taken by all levels of Iraq's government. And in some cases, the letters simply thank GSP/Taqadum for its efforts. The following are a recap of most of the letters distributed by high-level GOI officials during this quarter.

GOVERNOR GRANTS AUTHORITIES TO TRANSFERRED PROVINCIAL DIRECTORATES

- **BASRAH** Governor, Dr. Majid Al-Nassrawi, in Letter No. 758 dated March 22, 2016, instructed the transferred provincial Directorates to: 1) continue exercising the authorities they had been vested with before the transfer of Directorates in order to conduct their work; and 2) submit the Ministerial Orders that define the Directorates' authorities, along with additional authorities needed and their justifications, within seven days. Granting more authorities to the Directorates will contribute to improving the provision of citizen-centered services, in accordance with the GSP/Taqadum-developed model for the distribution of roles, responsibilities, and authorities between Governors and provincial Directorate Directors.

PROVINCIAL EDUCATION DIRECTORATES ASKED TO CONDUCT INVENTORY OF ASSETS

- **MOE** Acting Director-General of Administration Affairs, Mr. Shalal Ismaeel, in letter No. 20217 dated April 18, requested all provincial Education Directorates (except Anbar, Kirkuk, Ninawa, and Salah ad Din) to establish Inventory Committees to identify all fixed assets. The results are to be submitted to the Ministry of Education's Administrative Affairs Directorate, which after a review will submit them to the Ministry of Finance (MOF) for approval that once obtained will green light their transfer, along with staff, to respective Provincial Councils. The Sections of Education Supervision, Examination, Vocational Education, Curricula and Libraries, Quality Management, and Kurdish, Turkmen and Syriac Studies are to remain administratively, technically, and financially linked to the MOE. This letter is based on MOE Minister's Office Circular No. 5357 dated March 28, 2016.

GOVERNOR ORDERS ADOPTION OF GSP/TAQADUM-DEVELOPED LEGAL FUNCTION MECHANISMS BY TRANSFERRED DIRECTORATES

- **NAJAF** Governor Luay Al-Yasiri issued letters No. N/476, N/477, and N/478, all dated June 8, to the Administrative Units and provincial Directorates ordering the adoption of the GSP/Taqadum-developed Power of Attorney, Eminent Domain, and Property Management legal mechanisms, respectively, to be adopted by the Directorates and transferred in accordance with Article 45 of Law 21, 2008, as amended. These letters were issued in response to a series of meetings with, and workshops for, Provincial Councils and Governor's Offices hosted by GSP/Taqadum Legal Specialists, and based on an internal memo issued by Governor Assistant for Legal Affairs, Mr. Ayad Al-Fatlawi.

GOVERNOR OBJECTS TO COUNCIL OF MINISTERS' DECISION ON POSTPONING MOE'S DEVOLUTION AND TRANSFER OF DIRECTORATES FROM MINISTRY TO PROVINCES

- **BAGHDAD** Governor Ali Al-Timimi, in letter No. 2827 dated June 10 addressed to the High Commission for Coordination between Provinces (HCCP) expressed his objection to the Council of Ministers (COM) decision No. 141 of 2016 regarding the postponement of MOE's directorates transfer to the provinces due to examination effort. Governor Al-Timimi justified his objection with the following reasons: 1) the COM decision contradicts article 45 of Law 21, as amended; 2) the examination effort is not a reason to postpone the implementation of this Law; and 3) the functions of the MOE's Directorate of Exams remained as federal functions and thus it is illogical to delay the implementation of the law.

APPEALS TO TRANSFER FIVE MOF'S DIRECTORATES TO PROVINCIAL LEVEL

- **NAJAF** Governor Luay Al-Yasiri, in letter No. 4/1876 dated June 13, suggested that the HCCP sponsor meetings, in cooperation with GSP/Taqadum, to analyze functions of the MOF's provincial Directorates of Taxation, Public Property, Pensions Board, Public Employee Retirement Fund, and Customs. *(Note: During an August 9, 2015 meeting between representatives from MOF and the provinces, it was agreed these Directorates were transferable.)*

Governor Al-Yasiri's letter was written in response to General Commission of Taxes letter No. 29S/975 dated June 12, 2016, which asked the MOF if the Commission is to be involved with Article 45 of Law 21, as amended, or not.

NEWLY TARGETED DIRECTORATES ESTABLISH SECTORAL COMMITTEES

- **BASRAH** Governor Assistant for Administrative Affairs, Mr. Mu'een Al-Hasan, in letter No. 11598 dated June 14, 2016, instructed the provincial Directorates of Agriculture, Buildings, Housing, Labor and Social Affairs, Roads and Bridges, and Youth and Sports to establish, in cooperation with GSP/Taqadum, Sectoral Committees (SCs) to review and analyze all the Ministerial functions devolved, in accordance with Article 45 of Law 21, 2008, as amended. In response to Mr. Al-Hasan's letter, the establishment of the SCs was approved via Administrative Orders No. 8486, 306, 564, 633, and 1/1840, respectively, issued June 15-21 by the concerned Directorate Directors.

MINISTRY OF FINANCE TRANSFERS MINISTRY OF AGRICULTURE ALLOCATIONS TO NAJAF'S AGRICULTURE DIRECTORATE

- **MOF** Signaling the MOF's use of the GSP/Taqadum-proposed Financial Management coding system, MOF Budgeting Director-General, Mrs. Teif Sami, in letter No. 74227 dated June 22, allocated 3,952,495,898 IQD (approximately 3.2 million USD) of Ministry of Agriculture 2016 Budget funds for transfer to Najaf's provincial Directorate of Agriculture. This letter was sent in response to Ministry of Agriculture letter No. 23970 dated May 23, written in accordance with Article 33 of the 2016 Federal Budget Law, asking for this allotment.

COUNCIL OF REPRESENTATIVES ASKED TO RECONSIDER AGRICULTURAL LAND LEASE AMENDMENT DRAFT

- **DIYALA** In response to GSP/Taqadum's letter No. 1971 sent to all 15 Provincial Councils (PCs) and Governor's Offices, PC Chair, Mr. Omar Al-Kurwi, sent letter No. 1/2821 stating the new Agricultural Land Lease Law Amendment draft is in conflict with Article 45 dated June 22, 2016, which asked the Council of Representatives (COR) to reconsider Law 21, as amended. This draft Amendment authorizes certain authorities to the Minister of Agriculture, such as leasing agricultural lands allocated for agrarian reform, renewing lease contracts, and enforcing the

Agricultural Land Lease Law (as opposed to authorizing Governors and local governments to enforce the Law).

HCCP ASKS PROVINCIAL AND LOCAL COUNCILS TO HOLD SIMULTANEOUS ELECTIONS

- **BAGHDAD** Based on recommendations made at the June 22 High Commission for Coordination between Provinces (HCCP) meeting in Najaf, HCCP Secretariat Chair, Dr. Torhan Al-Mufti, in letter No. 5/605 dated July 11, asked the Independent High Electoral Commission, Provincial Councils, and Governor's Offices to take necessary measures to have the District and Sub-district elections at the same time as the 2017 provincial elections.

PRIME MINISTER DR. AL-ABADI ORDERS MINISTRY FUNCTIONS TRANSFERRED

- **ANBAR** Based on the recommendations made by the HCCP at its June 22 meeting in Najaf, Prime Minister Dr. Haider Al-Abadi ordered the transfer of functions from the targeted ministries to Anbar, in accordance with Article 45 of Law 21, as amended, begin once the PC resumed working in the province. Given Anbar's PC had already held two meetings in the province (as stated in its letter 3979 dated July 25, 2016), the High Commission for Coordination between Provinces Secretariat (HCCPSEC) sent a letter to the Ministries of Finance, Education, Agriculture, Health and Environment, Youth and Sports, Construction and Housing, and Labor and Social Affairs directing them to continue transferring their functions to their respective directorates in Anbar. A second letter (No. 5/721 dated August 15) was sent by the HCCPSEC to Anbar's Governor's Office reiterating this information.

SIGNALING ADHERENCE TO THE DECENTRALIZATION MANDATE, MOF TAKES PRELIMINARY STEPS TO OPEN REQUIRED INVESTMENT AND OPERATIONAL BANK ACCOUNT

- **MOF, HCCP** Signaling a much awaited response from the MOF to both the HCCP and provincial requests asking the MOF open the two required bank accounts: 1) Investment; and 2) Operational; on June 22, MOF Budgeting Director-General, Mrs. Teif Sami, issued a series of letters to the provincial Directorates of the Ministry of Agriculture (MOA) informing them of the remaining allocations in their respective 2016 Budgets, in accordance with Article 45 of Law 21, as amended, and Article 33 of the 2016 Federal Budget Law (which was referenced in the MOF's letter, as was MOA letter No. 23961 dated May 23 that requested these accounts be opened).

To date, Karbala (No. 74217, June 22), Najaf (No. 74227, June 22), and Baghdad (14053, July 3) have received their respective letter.

That same week, on June 21, the MOF Accounting General Directorate issued letter No. 12664 to Karbala Governor's Office, which stated it would open the required bank accounts once it had received confirmation that the Budgeting General Directorate had allocated the remaining funds from the MOA's 2016 Budget to its respective provincial Directorates.

On June 26, the MOF Legal Department issued letter No. 59844 to the Accounting General Directorate asking it to take the necessary actions to open the required bank accounts for all the MOA's devolved Directorates.

In response to the above-mentioned MOF's Budget General Directorate letter No. 74227 requesting the allocations transfer of MOA 2016 Budget to respective provinces, Najaf Governor Luay Al-Yasiri, in letter No. 2089 dated July 3, asked the MOF Accounting General Directorate to approve the opening of two accounts (Investment and Operational) to allow for the deposit of the allocated funds and thus facilitate their use by the Financial Affairs Directorate.

In addition to moving forward with these crucial decentralization activities, the MOF's sending of these letters signals a great success for *GSP/Taqadum* in that it shows the MOF's use of the project-proposed Financial Management coding system. In *GSP/Taqadum*'s 2015 Financial Management working paper, the project had proposed the MOF use provincial-specific codes attached to provincial accounts in the National Budget and in the National Accounts. A two-digit code number would be given to identify provinces at the same level as that of the Ministry, and each transferred Directorate would be given a one-digit code number. This coding system has been adopted and is now being used by the MOF as shown in the above-mentioned letters.

GOVERNOR ORDERS ESTABLISHMENT OF SECTORAL COMMITTEES TO OVERSEE IMPLEMENTATION OF SDIPs

- **MUTHANNA** Governor Faleh Sikar, in Administrative Orders (AOs) No. 1368, 1369, and 1373 dated June 23, ordered three Service Delivery Improvement Plan Implementation Committees (SDIPICs) be established for the following: 1) the Directorates of Water, Sewer, Municipality, and Municipalities; 2) Education; and 3) Health. Each committee will be chaired by the Governor and oversee implementation of the SDIPs developed in cooperation with *GSP/Taqadum*.

STEP BY STEP, MOF MOVES TOWARD DECENTRALIZATION

- **MOF** Letter No. 77313 dated June 26, sent by the Budgeting Department informed the High Commission for Coordination between Provinces (HCCP) of the MOF's action assigning Legal Department General Director, Mr. Mohammed Hamza, as its representative regarding all decentralization issues.

MINISTRY OF CONSTRUCTION AND HOUSING AND PUBLIC MUNICIPALITIES TAKES MEASURES TO STREAMLINE MINISTERIAL AND PROVINCIAL DAILY WORK

- **MOCHPM** Deputy Minister of Construction and Housing and Public Municipalities (MOCHPM), Mr. Dara Yara, in letter No. 23255 dated June 27, 2016, mandated the five Directorate-Generals of MOCHPM's Directorates of Municipalities, Water, Sewer, Planning and Follow-up, and Urban Planning to: 1) submit their daily work to the Deputy Ministers for Administrative and Technical Affairs to be decided as per authorities granted to them; and 2) coordinate issues related to provincial directorates and affiliated departments with the Governor in accordance with Law 21, as amended. These procedures support streamlining the daily actions and thus improving Directorates' workflow, in accordance with Council Of Ministers Secretariat letter No. 35714 dated November 18, 2015.

PROVINCIAL COUNCIL ADOPTS GSP/TAQADUM-DEVELOPED INVESTMENT BUDGET PREPARATION PROCEDURES

- **KIRKUK** As a result of ongoing *GSP/Taqadum* meetings and direct assistance, especially with the Provincial Council's (PC's) Construction and Finance Committees, PC Chair, Mr. Rebwar Abdul-Majeed, sent letter No. 136 dated June 27 to the Governor's Office (GO) asking for: 1) the adoption of the 20-step set of *GSP/Taqadum*-developed Investment Budget Preparation Procedures; and 2) a letter be sent to the concerned Directorates signaling their adoption and implementation. These procedures will assist in setting programs and projects accurately and in accordance with financial best practices, and thus provide best services to all the citizens of Kirkuk. With this action, Kirkuk joins the other 10 provinces (Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Maysan, Najaf, and Wasit) that have adopted these procedures.

MOP ISSUES IDMS IMPLEMENTATION PROCEDURES

- **MINISTER OF PLANNING (MOP)** Dr. Salman Al-Jumaili, in letter 2/8/14101 dated June 28, issued the procedures of the Iraqi Development Management System (IDMS) and circulated them to all ministries, provinces, and entities not associated with a ministry to facilitate the nomination of appropriate staff to participate in related MOP training sessions. These training sessions will assist respective staff in updating their 2016 Investment Plans; and submit their 2017 proposed projects.

NEWLY TARGETED DIRECTORATES ADOPT SDIP ACTION PLAN AND PERFORMANCE STANDARDS

- **BABIL** The following letters represent adoptions that occurred as a direct result of *GSP/Taqadum's* August 21-25 Service Delivery Improvement Plan (SDIP) workshops held in Erbil that introduced the SDIP concept to the provincial Directorates of the four newly-added Ministries of Agriculture, Labor and Social Affairs, Youth and Sports, and Construction and Housing. In letters No. 21739, and 21982 dated August 28 and 30 respectively, the provincial Agriculture Directorate adopted the *GSP/Taqadum*-developed SDIP Action Plan and Performance Standards. In letter No. 2133 dated August 28, the provincial Youth and Sports Directorate adopted the SDIP Action Plan. Additionally, in letter No.3227, dated August 29, the provincial Directorate of Roads and Bridges adopted the SDIP Performance Standards.

GOVERNOR ADVISOR OF YOUTH AND SPORTS: GSP/TAQADUM SDIP WORKSHOP WAS VALUABLE AND BENEFICIAL

- **DIWANIYAH** On August 29, Governor's Advisor for Youth and Sports Affairs, Mr. Alaa ad Din Al-Mhanna, sent a memorandum to Diwaniyah Governor, Dr. Sami Al-Hasnawi, with a recap of *GSP/Taqadum's* August workshop in Erbil that introduced the concept of Service Delivery Improvement Planning (SDIP) to the targeted provincial directorates of the four newly-added Ministries of Agriculture, Labor and Social Affairs, Youth and Sports, and Construction and Housing. Mr. Al-Mhanna's memo stated, "the workshop was highly organized and discussed valuable topics that can support upgrading the performance of the Youth and Sports Directorate and raise the quality and quantity of services provided to citizens in the Youth and Sports sector. We will continue to cooperate with *GSP/Taqadum* to follow up and exercise the knowledge received in this workshop."

BASRAH FAD SENT GSP/TAQADUM-DEVELOPED IBMER TO TARGETED DIRECTORATES FOR ADOPTION

- **BASRAH** In a clear signal that its Financial Affairs Directorate (FAD) is functioning, FAD Budgeting Section Manager, Mr. Issa Hamid, in letter No. 12437 dated June 29, instructed devolved Directorates to adopt the Investment Budget Monthly Execution Report (IBMER), developed in cooperation with *GSP/Taqadum*. Use of the IBMER will facilitate the regulation of financial procedures and investment budget preparation requirements.

STANDARDIZED STREAMLINED SERVICE PROCEDURES ADOPTED AND INSTITUTIONALIZED

- **WASIT** Provincial Council (PC) Chair, Mr. Mazin Gandooh, issued letters No. 8233 and 8234 dated June 30. The first thanked *GSP/Taqadum* staff for their efforts on process mapping and streamlining of the PC's most important services and functions. The second letter, asked local councils to adopt the process mapping and streamlined procedures developed in cooperation with *GSP/Taqadum*. Echoing Mr. Gandooh, Health Director, Dr. Jabbar Ni'ma, in letter No. 662 dated June 30, asked health institutions to publish the Standardized Streamlined Service Procedures via websites, social media, and other available media.

Similar objections to a security reason postponement of the transfer of all the ministerial directorates (Stated in Law 21, as amended) have been raised by Anbar Governor, Mr. Suhaib Al-Rawi (letter No. 2364 dated May 26), Salah ad Din Governor, Mr. Al-Jubouri (letter No. 311 dated May 29), and Ninawa Provincial Council Chair, Mr. Bashar Al-Kiki (letter No. 234 dated June 2, 2016).

YOUTH AND SPORTS DIRECTORATE FORMS SDIP DEVELOPMENT COMMITTEE

- **BABIL** Youth and Sports Director, Mr. Saleh Mohsen, in Administrative Order No. 29/1832 dated July 17, ordered the establishment of a committee tasked with developing, in cooperation with *GSP/Taqadum*, a SDIP for specific age categories. The SDIP will contain solutions that will help promote the development of youth and sports.

INCREASED INTEREST IN ADOPTING AND PUBLISHING STREAMLINED SERVICE PROCEDURES

- **BASRAH** Provincial Council (PC) Chair, Mr. Sabah Al-Bazzooni, in letter No. 11557 dated July 17, asked PC Committees, Departments, and Sections to: 1) adopt and distribute the Standardized Streamlined Service Procedures, developed in cooperation with *GSP/Taqadum*; and 2) publish these procedures via social media and media outlets to inform citizens. Wasit Governor Malik Wadi in letter No. 1/9/2284 dated July 18, requested: 1) targeted provincial Directorates to use the link <http://wasitdos.blogspot.com>, which contains all streamlined process maps for services and functions developed in cooperation with *GSP/Taqadum*; 2) Directorates place this link on their respective websites and social media outlets.

COUNCIL OF REPRESENTATIVES PASSES PUBLIC COMMISSION LAW BASED ON ARTICLE 105 OF CONSTITUTION

- **BAGHDAD** On July 26, the Iraqi Council of Representatives (COR) passed the Law of Public Commission to Guarantee the Rights of Regions and Governorates not Incorporated into a Region, in accordance with Article 105 of the Iraqi Constitution. Comprising representatives from ministries, regions, and provinces not incorporated into a region, the Public Commission will undertake the following responsibilities, among others: 1) develop plans and programs to ensure fair participation of regions, provinces, and citizens in running the Federal institutions, missions, fellowships, delegations, and regional and international conferences, regardless of ethnicity, nationality, religion, social status, and sex; 2) identify and meet needs of regions and provinces for scholarships, in cooperation with the Ministry of Higher Education; and 3) engage representatives of regions and provinces not incorporated into a region in relevant international forums, in collaboration with the Ministry of Foreign Affairs. (Note: To read the Law in its original Arabic, please click on this link: <http://tinyurl.com/h7atvps>)

PROVINCIAL COUNCIL REQUESTS COUNCIL OF REPRESENTATIVES RECONSIDER AGRICULTURAL LAND LEASE LAW AMENDMENT

- **BABIL** In response to *GSP/Taqadum*'s letter No. 1971 sent to all 15 Provincial Councils (PCs) and Governor's Offices, PC Chair, Mr. Haider Al-Ajeeli, in letter No. 6961 dated July 26, requested the Council of Representatives (COR) reconsider the new Agricultural Land Lease bill, being in conflict with Article 45 of Law 21 of 2008 and Administrative Decentralization constitutionally and legally established as an administrative system for the Iraqi State after 2003. The draft bill was scheduled for voting, grants authorities to the Minister of Agriculture, such as leasing agriculture lands allocated for agrarian reform, renewing lease contracts, and enforcing the Agriculture Land Lease Law (while the Governors and local governments are supposed to execute the Law). The PC also called for a conference or seminar where local governments' representatives would discuss the bill. Earlier, Diyala expressed similar concerns about this Law to the COR.

- **DIYALA** Health Director-General, Dr. Ali Hussein, in letter No.16821 dated June 28, notified the MOH that the Directorate was advised by the MOF that there is no legal basis for the transfer of provincial directorates from ministries, and that any correspondences with the MOF should be through MOH not the province. Earlier, the MOF issued letter No. 4583 dated January 11, asking targeted ministries to provide the financial documents and tables related to staff and current expenditures of each devolved directorate to transfer the directorates to provinces. Based on that, MOH issued letters Nos. 15624 on March 3, 23230 on April 4, 27288 on April 24, and 28300 on April 28 notifying the Provincial Health directorates about the transfer. The Council of Ministers and the High Commission for Coordination between Provinces were also notified about the transfer, in the letter No. 2063 on April 20.

GOVERNOR'S OFFICE ADOPTS PROJECT'S MONITORING AND OVERSIGHT PROCEDURES

- **BASRAH** As a direct result of a July 27 *GSP/Taqadum* workshop for Essential Service Delivery Oversight (ESDO) working group members aimed at helping them track Directorates' service indicators, Governor's Administrative Assistant, Mr. Mu'een Salih, in Letter No. 14308 dated August 7, adopted and applied the *project's* Monitoring and Oversight Procedures to the Governor's Office and asked the Directorates of Education, Health, Municipality, Sewer, and Water to take the appropriate related action in accordance with these procedures.

GOVERNOR DELEGATES RESPONSIBILITIES TO ACTING EDUCATION DIRECTOR

- **KIRKUK** In a clear manifestation of the use of the *GSP/Taqadum*-developed model for the distribution of roles, responsibilities, and authorities between Governor and directorates, Governor Najim Al-Din Kareem, in Administrative Order (AO) No. 2597 dated July 27, delegated the administrative, legal, financial, and educational responsibilities and authorities to Acting Education Director General, Mr. Farhan Salih. This was done in accordance with Article 45 of Law 21, as amended, and Ministry of Education's AO No. 2687 dated February 14, 2016.

MOF URGED TO OPEN REQUIRED FINANCIAL AFFAIRS DIRECTORATES ACCOUNTS

- **WASIT** Governor Malik Wadi, in a letter 1655 dated August 4, asked the High Commission for Coordination between Provinces (HCCP) to urge the MOF to expedite opening the required Financial Affairs Directorate (FAD) bank accounts. Wasit is among several provinces that sent such letters raising the issue of the MOF's delay in opening these bank accounts despite the HCCP's ongoing recommendations to do so. The HCCP's most recent recommendation, No. 11, resulted from its June 22 meeting and stipulated, "Obligating the Ministry of Finance covered by Article 45 of Law 21, as amended, to transfer Ministry staff to Provinces and create FAD at GOs to handle the accounting, budgeting and revenue affairs for Directorates covered by Article 45 of the abovementioned Law. The Ministry shall approve opening of accounts for each Directorate covered by this Law."

EDUCATION DIRECTORATE SENDS ITS EXPENDITURE AND REMAINING BUDGET ALLOCATIONS TO EXPEDITE TRANSFER PROCESS

- **BASRAH** Taking a significant step that shows its support of decentralization and in response to the MOE Finance Department's letter 8/2/6263 dated August 4, the Education Directorate provided the MOE with a detailed report containing its allocation figures, actual expenses, and remaining budget allocation through July 2016. This letter was sent to all Education Directorates by MOE in accordance with recommendations made by the HCCP at its June 22 meeting and later stated in letter 5/604 (dated July 7), which ordered the MOE to transfer ministerial directorates and related functions to the provinces during the summer holiday.

HCCPSEC CHAIR REVIEWS THE LATEST DEVELOPMENT ON THE IMPLEMENTATION OF ARTICLE 45 OF LAW 21, AS AMENDED, WITH HCCP LIAISONS

- **HCCPSEC** High Commission for Coordination between Provinces Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, in letter 11/680 dated August 8, asked all provinces to clarify the status of their respective FAD via scanned copies of related Administrative Orders sent to the MOF requesting the required steps for their formation be taken. This letter is the result of an August 8 meeting between Dr. Al-Mufti, the HCCP, and provincial liaisons where participants engaged in a comprehensive discussion on progress to date regarding the transition and overall implementation of Article 45 of Law 21, as amended.

PC BRINGS COUNCIL OF REPRESENTATIVE'S ATTENTION TO A DECENTRALIZATION COUNCIL IN THE AGRICULTURAL LAND LEASE LAW

- **KARBALA** PC Chair, Mr. Nissayif Al-Khittabi, in Letter No. 9/5/3226 dated August 9, asked the COR to reconsider the new Agricultural Land Lease Law amendment and check for any conflicts it might have with Article 45 of Law 21 of 2008 and Administrative Decentralization established in Article 122 of the Constitution. The amendment, if scheduled for a vote and if passed, will grant authorities to the Minister of Agriculture (instead of Governors and local governments), including the leasing of agrarian reform lands, renewal of lease contracts, and execution of the Agriculture Land Lease Law. In previous weeks, Babil and Diyala wrote letters to the COR expressing similar concerns. These letters were written in response to *GSP/Taqadum* Letter No. 1971, which was sent to all 15 PCs and Governor's Offices, regarding the draft Agricultural Land Lease Law and its conflict with the administrative decentralization process.

PROVINCIAL COUNCIL ADOPTS NOTARY PUBLIC AUTHORITY LAW NO. 2

- **MUTHANNA** On August 9, during its 23rd regular session, the PC, referencing PC Chair Hakim Al-Yasiri's letter No. 2/14/2494 dated August 10, 2016, adopted the *GSP/Taqadum*-drafted Public Notary Authority Law 2 of 2016. This authorizes legal managers at transferred provincial directorates (or other legal officials they empower) to endorse contracts, guarantees, and undertakings. This adoption came on the heels of Governor Dr. Falih Sikar's sending of the draft law to the PC for a vote.

HCCPSEC TO DISCUSS ARTICLE 122 OF THE CONSTITUTION WITH SEVEN MINISTERS

- **HCCPSEC** On August 10, HCCPSEC, sent a set of letters, one each to the Ministries of Oil, Culture and Tourism, Finance, Planning, Water Resources, Health and Environment, and Education asking that separate meetings be conducted aimed at brainstorming and developing a vision on how to support the implementation of Articles 112, 113, and 114 of the Constitution as required by Law 21, as amended, Article 45.1.3.

TRANSFER OF MINISTERIAL DIRECTORATES AND FUNCTIONS TO ANBAR CONFIRMED

- **HCCPSEC** Chair Dr. Torhan Al-Mufti, in Letter No. 5/721 dated August 15 sent to the Anbar Governor's Office, reiterated HCCPSEC letter No. 703 dated August 11 addressing the issue of the transfer of ministerial directorates and functions to the provinces in accordance with Article 45 of Law 21, as amended. Letter No. 703 instructed the transfer of ministerial directorates and functions to Anbar given its PC had resumed its monitoring functions in Ramadi per PC Letter No. 3979 dated July 25, 2016.

GOVERNOR CALLES FOR SAB PRESIDENT TO PARTICIPATE IN HCCP MEETINGS

- **DIWANIYAH** Governor Sami Al-Hasnawi, in Letter No. 9734 dated August 22, asked the HCCPSEC to invite the Supreme Audit Board (SAB) President, Dr. Salah Khalaf, to attend HCCP meetings to support his becoming acquainted with progress on implementing Article 45 of Law 21, as amended, and add his input to addressing the various challenges and barriers facing its implementation.

FAD SHOWS FUNCTIONALITY BY ORDERING AGRICULTURE DIRECTORATE TO SEND REQUIRED FINANCIAL REPORTS

- **BABIL** Financial Affairs Deputy Governor, Mr. Ahmed Muhsen, sent letters No. 2 and 3 dated August 24 to the provincial Agriculture Directorate asking it to provide Babil's FAD the soft and hard copies of the July 2016 Trial Balance Sheet and Staff Payroll (letter No. 2); and all documentation pertaining to the budget transfer from the Ministry of Agriculture (MOA) to Babil's Agriculture Directorate (letter No. 3). These letters clearly illustrate the functionality of the province's FAD in that it is collecting the required information to assume and exercise its role. (Note: letter No. 3 was sent to all devolved directorates in Babil).

NEWLY-ADDED DIRECTORATES ADOPT SDIP ACTION PLAN AND PERFORMANCE STANDARDS

- **BASRAH** In a series of letters dated August 28-29, the Directorates of Agriculture, Special Needs, Roads and Bridges, Vocational Training, and Youth and Sports agreed to adopt the GSP/Taqadum-developed SDIP Action Plan and the performance standards for each respective directorate. These adoptions came as a direct result of the project's late August workshops held in Erbil that introduced the SDIP concept to the provincial directorates of the four newly-added Ministries of Agriculture, Labor and Social Affairs, Youth and Sports, and Construction and Housing.

NAJAF GOVERNOR ADOPT STREAMLINED SERVICE PROCEDURES

- **NAJAF** Governor Luay Al-Yasiri, in Letter No. 6289 dated August 30, asked the PC and Directorates of Education, Health, Municipality, Municipalities, Sewer, and Water to take necessary action to adopt and update the GSP/Taqadum-developed Streamlined Service Procedures. The letter stated the procedures would help improve Directorates' services delivered to citizens and reduce time, efforts, and costs. This letter follows the July 13 public meeting hosted by the Sewer Directorate, supported by GSP/Taqadum, and in coordination with the Directorates of Water, Municipality, and Municipalities, that brought together 125 representatives, including Governor Al-Yasiri and launched these directorates' work on the Standardized Streamlined Service Procedures aimed at improving service delivery to citizens.

GOVERNOR SAYS PROVINCE IS READY TO ACCEPT TRANSFERRED FUNCTIONS

- **BASRAH** Governor Majid Al-Nassrawi, in Letter No. 16181 dated August 30, and sent to the HCCP, stated: 1) the province's readiness to accept the functions slated for transfer; and 2) asked the HCCP approach the MOF to finalize all procedures related to the: a) transfer of functions, b) opening of appropriate bank accounts, and c) transference of the devolved directorates' allocation to the FAD.

GOVERNOR DELEGATED AUTHORITIES TO HEALTH DIRECTOR GENERAL

- **KIRKUK** Governor Dr. Najm Al-Din Kareem, in Administrative Order (AO) No. 3206 dated September 6, 2016, delegated administrative, legal, and financial authorities to the Health

Director General, making use of *GSP/Taqadum*-drafted model for the Distribution of Roles, Responsibilities, and Authorities between Governor and Directorates. This AO is in accordance with Article 45 of Law 21, as amended, and Ministry of Health Order No. 3733 dated August 10, 2015.

GOVERNOR APPROVES GSP/TAQADUM-PROPOSED LEGAL INSTRUMENT MODELS

- **MUTHANNA** Governor Falih Sikar in letter No. 9400 dated September 7, 2016, asked the Education, Health, Agriculture, Youth and Sports, Labor and Social Affairs, and Directorates of Municipalities, Construction, and Housing to adopt the *GSP/Taqadum*-proposed legal instrument models for Eminent Domain, Legal Counseling, Power of Attorney, and State Property Management. This action will facilitate and support the legal work and procedures in these directorates, in accordance with Article 45 of Law 21, as amended.

ANNEX B: GSP/TAQADUM IN THE MEDIA

GSP/TAQADUM HOSTS A WORKSHOP FOR PC OFFICIALS AND PROVINCIAL DIRECTORS

Ahmed El-Sheikh Facebook Page, July 25: GSP/Taqadum hosted a workshop for Provincial Council (PC) officials and Directors General of transferred Ministerial Directorates and discussed devolvement of authorities from Ministries to local governments, in accordance with Article 45 of Law 21, as amended. <http://bit.ly/2aFWOIG>



GSP/Taqadum hosting a workshop for Baghdad PC officials and provincial Directors to discuss transfer of function



GSP/Taqadum meeting with the Diyala's Agriculture Directorate Sectoral Committee

DIYALA AGRICULTURE FUNCTION REVIEWED WITH GSP/TAQADUM

Diyala Agricultural Media Facebook Page, July 31: In preparation for transfer of functions (in accordance with Article 45 of Law 21, as amended), Diyala's Agriculture Directorate Sectoral Committee met with GSP/Taqadum and: 1) reviewed the Ministry of Agriculture's functions, and 2) discussed practical ways of distributing functions between the Governor's Office and provincial Agriculture Directorate. Administrative Assistant to the Director, Mr. Sha'ban Danook, attended the meeting. <http://bit.ly/2aEzBWj>

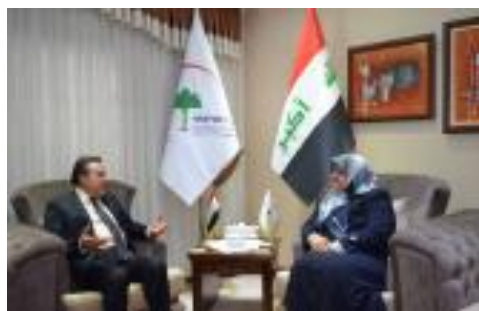
USAID- GSP/TAQADUM HOSTS WORKSHOP ON FINANCIAL AFFAIRS DIRECTORATE PROCEDURES

Mohammed Abdulwahid Koja Salah ad Din Governor Advisor Facebook Page August 2: USAID-Iraq GSP/Taqadum hosted a two-day Financial Budgeting Procedures workshop for representatives from Anbar, Ninawa, and Salah ad Din Financial Affairs Directorates (FADs) and Governor's Offices. Participants were introduced to the FAD's roles and responsibilities, structure and reporting mechanisms, as well as instructions on how to develop provincial Operational and Investment budgets once the ministerial functions have been transferred to the provinces. <http://bit.ly/2aD5Fjp>



Salah ad Din Governor Advisor for Decentralization, Dr. Mohammed Koja, participating in the FAD Financial Procedures workshop

MINISTER OF HEALTH AND GSP/TAQADUM MEET AND EXPLORE AVENUE OF COOPERATION



Minister of Health, Dr. Adela Al-Aboudi, reviewing decentralization issues with GSP/Taqadum COP, Mr. Cameron Berkuti

Ministry of Health Media Facebook Page, August 4: Minister of Health and the Environment, Dr. Adeela Hamood, met with a GSP/Taqadum delegation and exchanged ideas regarding current decentralization efforts and the challenges facing the transfer of ministerial functions to the provinces. Dr. Hamood stressed the need to conduct a workshop that will bring together officials from the Ministry of Health and GSP/Taqadum experts to explore ways to enrich the decentralization process. GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, thanked Dr. Hamood for her role in this process and emphasized the importance of the Ministry of Health and the Environment (MOHE) and project acting cooperatively to move decentralization forward.

<https://www.facebook.com/MOH.GOV.IQ/posts/1066293083425089>

HCCPSEC DISCUSSED DECENTRALIZATION WITH GSP/TAQADUM

HCCP Facebook Page, August 15: A GSP/Taqadum delegation met with High Commission for Coordination between Provinces Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, and discussed the implementation of decentralization, in accordance with Article 45 of Law 21, as amended. Participants also reviewed obstacles to decentralization and how to effectively overcome them in order to strengthen the relationships between the local and federal governments in order to facilitate better service delivery to citizens. <http://bit.ly/2bkdg1A> (Note: The following items were discussed with Dr. Al-Mufti: 1) Opening of accounts for FAD; 2) Implementation of Article 25 and developing instructions to encourage provinces to generate revenue; 3) Transfer of staff, salaries, and funds from ministries to provinces; 4) GO organizational chart and management model; 5) Decentralization Conference planned by COMSEC and HCCPSEC; 6) Technical relations and accountability framework between ministries and provincial governments and directorates; 7) Restructuring of PPDC with HCCPSEC and MOP; and 8) DMAP progress made with the four ministries).



High Commission for Coordination between Provinces Secretariat Chair, Dr. Torhan Al-Mufti, meeting with GSP/Taqadum

COUNCIL OF REPRESENTATIVES REGIONS AND PROVINCE COMMITTEE DISCUSSES DECENTRALIZATION PROGRESS WITH GSP/TAQADUM



Council of Representatives' Regions and Provinces Committee Chair, Mr. Soran Ismaeel, meeting with GSP/Taqadum

Council of Representatives Website, August 16: A GSP/Taqadum delegation met with Council of Representatives' Regions and Provinces Committee (CORRPC) Chair, Mr. Soran Ismaeel, and discussed the committee's progress, GSP/Taqadum's activities, and steps that have been taken to support the federal and local governments' implementation of decentralization, in accordance with Law 21, as amended. GSP/Taqadum Chief of Party, Mr. Cameron Berkuti asked for a mechanism to be put in place to protect decentralization and suggested the CORRPC participate in the development of new laws that

will affect or pertain to the provinces to avoid their being in conflict with decentralization. In a strong show of support for decentralization, Mr. Ismaeel said, **“The CORRPC is interested in activating Law 21, backing decentralization, and strengthening the local governments to help promote provincial development.”** <http://www.parliament.iq/details.aspx?id=69063&AlwType=Pre>

MOLSA MINISTER PROVIDES RECAP OF RECENT DECENTRALIZATION DEVELOPMENTS AT GSP/TAQADUM WORKSHOP

Mohammed Shia Al-Sudani Facebook Page, August 21: During a GSP/Taqadum workshop, Labor and Social Affairs (MOLSA) Minister Mohammed Al-Sudani identified the main obstacles and weaknesses that have appeared since the transfer of authorities from the federal to local government levels. Calling on local governments to work in accordance with the law, Minister Al-Sudani said, **“Offering efficient and effective services to citizens is our goal, and we will help the local governments to increase service delivery. We are committed to ensuring the successful transfer of authorities, and implementing and following up on ministerial policies.”** <https://www.facebook.com/MohamedShiaAlsudani/>



MOLSA Minister, Mr. Mohammed Al-Sudani, attending GSP/Taqadum's workshop where he provided a recap of recent developments regarding the transfer of authorities

MOLSA MINISTER SUPPORTS DECENTRALIZATION IN IRAQ



Labor and Social Affairs (MOLSA) Minister Mohammed Al-Sudani

Alhurra Iraq Facebook Page, August 23: MOLSA Minister, Mr. Mohammed Al-Sudani, attended a MOLSA-focused workshop with GSP/Taqadum and explained the Ministry's general policy and technical relationships after the implementation of Article 45, Law 21, as amended. GSP/Taqadum Chief of Party, Mr. Cameron Berkuti said, **“When working with the targeted ministries [Health, Education, and Municipalities and Public Works], we consider how each can best help the provinces deliver better services to their citizens. Decentralization is not an easy process because it involves transferring**

functions, trained staff, and competencies from the ministerial to provincial level.” The four MOLSA directorates included in transfer of authorities are: 1) National Center for Occupational Health and Safety; 2) Vocational Training; 3) Loan Affairs; and 4) Special Needs.

<https://www.facebook.com/alhurrairaqtv/videos/1104599369618180/>

NAJAF ANNOUNCES LAUNCHING OF E-COMMUNICATION SYSTEM

Al-Najaf Al-Yom Website, August 31: During his meeting with provincial directorate representatives, Najaf Deputy Governor, Mr. Abbas Al-Elyawi, addressed the province's launching of its e-Communication system and stated that the e-Communication project is a true process to close the door to financial and administrative corruption and facilitate transactions related to citizens. **“We very much believe the e-Communication project is going to be successful and achieve better levels of service delivery to citizens by reducing red tape and corruption.”** Thanking all those who had

contributed to the e-Communication project, Deputy Governor Al-Elyawi said, ***“The communication process between Directorates that normally takes anywhere from a few days to even weeks will take only a few minutes with the e-Communication project.”*** The e-Communication project will start September 1, as a trial and by October 1 will be up and running, and all paper correspondence between the directorates will be eliminated. GSP/Taqadum worked cooperatively with provincial officials on the project and gave a presentation on its benefits and practice. <http://tinyurl.com/hjen5zb> (Note: To date, six provinces, including Najaf, have begun implementing GSP/Taqadum-assisted e-communication system)



During his meeting with the provincial directorates, Najaf Deputy Governor, Mr. Abbas Al-Elyawi talks about e-Communication project

ANNEX C: SECURITY REVIEW JULY 31- SEPTEMBER 30, 2016

“The Islamic State – also known as ISIS, ISIL, or Da’esh – emerged from the remnants of al Qaeda in Iraq (AQI), a local offshoot of al Qaeda founded by Abu Musab al Zarqawi in 2004. It faded into obscurity for several years after the surge of U.S. troops to Iraq in 2007. But it began to reemerge in 2011. Over the next few years, it took advantage of growing instability in Iraq and Syria to carry out attacks and bolster its ranks. The group changed its name to the Islamic State of Iraq and Syria (ISIS) in 2013. ISIS launched an offensive on Mosul and Tikrit in June 2014. On June 29, ISIS leader Abu Bakr al Baghdadi announced the formation of a caliphate stretching from Aleppo in Syria to Diyala in Iraq and renamed the group the Islamic State.

- Cameron Glenn: Timeline: Rise and Spread of the Islamic State
The Wilson Center (see more at:
<https://www.wilsoncenter.org/article/timeline-rise-and-spread-the-islamic-state#sthash.E5ID0w2K.dpuf>

EXECUTIVE SUMMARY

The previous events leading up to this reporting quarter led to a sharp and significant turn in the country’s security operations. Iraqi Security Forces (ISF) pressed hard against the ISIL terrorists, aided and supported by the International community and the Iranian-backed militias of the Popular Mobilization Forces (PMFs). Together, they pushed a desperate ISIL back from its previously held front lines into smaller enclaves. Reportedly, ISIL has lost over half of the territory it captured in 2014.

MILITARY OPERATIONS

Security operations capitalized on their initial gains made in the first two quarters of the year. Continual ISF operational pressure resulted in a series of major and minor victories against a weakening insurgency. This had an immeasurably positive effect on morale – one that rode on the heels of last quarter’s vital turning point successes recapturing Ramadi and Fallujah in Anbar, and saw an immediate (with the assistance of the international community) resupply of men and equipment. This allowed the ISF to push deeper into the West and North, where it opened up new fronts in several key areas and mirrored by Kurdish Peshmerga forces in the North that established new lines of defense to the East of Mosul and incorporated existing northern defenses running from positions North of Mosul further West to the Syrian border. By August’s end, approximately 65 percent of Mosul was surrounded by both Iraq and Kurdish forces, leaving all but a slim geographical exit/entry avenue for terrorists inside the city. Those who attempted to run this gauntlet were singled out by international coalition forces in high-intensity airstrikes and destroyed.

Two major victories won by the ISF stand out. The recapture of the al-Qayyarah Nahiya in Ninawa and Shirqat in Salah ad Din opened the operational road to Mosul, leaving many to speculate when the next phase for the liberation of the key city would begin. Despite widespread media reports of speculative prospective dates and timelines, Commander in Chief, Prime Minister Dr. Haider al-Abadi has repeatedly said operations will begin before the year’s end.

The international community’s continued support of Iraq continues to be confirmed via an ongoing series of high-profile political visits, as well as a steady stream of weapons, military instructors, armored vehicles, warplanes, and tons of munitions. The United States recently sent additional ground troops into Iraq boosting the overall total of coalition forces to 8,000, 6,500 of which are American.

Given the majority of obstructions have been cleared, all attention is now firmly fixed on Mosul, and its recapture and chances of operations beginning shortly are probable, even likely. Both US military officials and the international community all confirm that Iraq is ready. The fight for Mosul's liberation will not be short, nor will it fall with the speed and ease of Al-Qayyarah Nahiya or Shirqat. ISIL has dug in deep and awaits a pursuant ISF. The battle that eventually unfolds will no doubt be another extended chapter in Iraqi history and ultimately herald the end of ISIL in Iraq.

ISIL CAPABILITIES

ISIL has not remained idle in the face of ISF progress, attempting to maintain control and stem the tide of the encroaching armed forces.

Losing valuable ground in a number of regions, ISIL reprisals were swift and bloody with public executions reported daily against many deserters accused of cowardice. Mercy long gone, civilians caught breaking Sharia Law inside terrorist enclaves were executed in the most brutal and horrific ways imaginable.

Inside major cities, ISIL sleeper cells carried out a series of suicide bombings causing a dramatic increase in casualties. On July 3, a truck-bomb detonated in central Baghdad's Karrada neighborhood destroyed a large shopping mall and surrounding buildings and killed more than 300 civilians, making it the highest recorded number of deaths from a single incident since ISIL began operations.

In August, reports surfaced of ISIL's use of lethal chlorine and mustard gasses against unsuspecting ISF defense lines across the North saw respiratory symptoms, chemical burns, and blisters on victims. Coalition tests concluded the terror group had the capability to deliver effective, locally manufactured crude chemical weapons but not large amounts.

POLITICAL

Cleric Muqtada al-Sadr's leaving for Iran in early May followed by Ramadan and the Eid al-Fitr holiday saw the fervor of last quarter's April parliament sessions dissipate, giving legislators much-needed breathing space. By their return in early August, political tensions had abated. Friday demonstrations continued on a smaller scale and became less potent. Al-Sadr's call for a 30-day abstinence from demonstrations to allow other groups to demonstrate their dissatisfactions and saw a political undertow begin to brew as political blocs joined forming alliances, demanding ministerial resignations, and calling for investigations into alleged corruption.

The horrific July 3 truck bomb attack caused a public outcry by Baghdad's civilians, exhausted and frightened of continuing IEDs strikes, demanded immediate change. An ensuing political investigation saw a number of senior Baghdad security officials removed from office, including the resignation of Minister of Interior, Mr. Salim al-Ghaban. This seemed to incite the alliances to action demanding Minister's answer questions over corruption charges. Defense Minister Khalid al-Obaidi, unable to convince the committee and newly formed alliances of his innocence, was the first to fall to a "no-confidence" vote. His dismissal left Iraq without a defense figurehead at a time when the operational tempo was high and in need of firm government direction. Finance Minister Hoshyar al-Zebari was removed next. In light of Iraq's economic situation, many questioned the timing of the no-confidence vote.

GSP/TAQADUM-RELATED

The overall security situation this quarter remained consistent with previous ones. Hence, the *project* has maintained its security platform, with all policies and protocols remaining in place. Travel by air

between Erbil and Baghdad remains the primary method of travel. Travel generated from the Baghdad Hub office continues to utilize the current security providers assigned to the *project*.

The threat of criminal, sectarian, and terrorist activity remained at a high level and thus the security platform required staff stay within parameters laid down. This caused certain restrictions, which although hampered the wider spectrum of operations, did not cause delays and all targets were met in good order.

ANNEX D: STATUS OF GSP/TAQADUM ACTIVITIES

TABLE ONE: PROJECT PROCESS TRACKER FOR THE FOUR NEW MINISTRIES

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
1	DMAP and Transition Roadmap Development																	
1.1	SCs of the Newly Added Ministries (MOA, MOLSA, MOYS, MOCH) Formed	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
1.2	SCs Trained	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
2	SDIP Development for The Four New Ministries																	
2.1	SDIP Development Committees Formed	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
2.2	Capacity Building Provided to SDIP Development Committee	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
2.3	Service Delivery Performance Standards Adopted	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
2.4	Service Indicators Measured	12	8	X	C	IP	IP	C	C	C	IP	IP	C	C	C	X	X	C
3	SDIP Development for The Four New Ministries																	
3.1	Process Mapping Committees Established.	12	10	X	C		C	C	C	C	C		C	C	C	X	X	C
3.2	"As Is" Process Maps for Selected Service(s)	12	0	X												X	X	
3.3	Process Maps Shared Among Provinces	12	0	X												X	X	
4	Resolve Legal and Regulatory Issues Related to Decentralization																	
4.1	Laws in Conflict with Decentralization for the newly Targeted Directorates Identified	12	0	X	IP	IP									IP	X	X	IP

TABLE TWO: PROJECT PROCESS TRACKER FOR THE INITIAL THREE MINISTRIES

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
1	DMAP and Transition Roadmap Development																	
1.1	Final ICIP for Three Targeted Ministries (MMPW, MOE, and MOH) Sent by TF to HCCP.	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
2	Governorates and Ministries Agreement on Functions Transfer																	
2.1	MOH Transfer Order Issued	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
2.2	MOE Transfer Order Issued	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
2.3	MMPW Transfer Order Issued	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3	Provincial Financial Management System																	
3.1	FAD Established	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.2	FAD Roles, Responsibilities and Job Description Developed	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.3	FAD Staff Assigned	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.4	FAD System, Process, and Procedures Developed	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.5	Bank Accounts Opened	12	0		IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
3.6	FAD Staff Trained on Financial Procedures	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.7	Financial Staff of Targeted Directorates Trained on Financial Procedures	12	14		C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.8	FAD is Functional	12	13	C	C	C	C	C	C	C	C	C	C		C	C		C

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
3.9	Internal Audit System According to SAB Adopted	12	12		C	C	C	C	C	C	C	C	C	C	C			C
4	Develop Revenue Generation System																	
4.1	Capacity Building on Local Revenue Provided to PCs and GOs	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
4.2	Local Revenue Generation Unit Established	10	13	C	C	C	C	C	C	C	C	C	C	C	C	X	X	C
4.3	Roadmap Prepared	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
4.4	Draft Local Revenue Ordinance Developed	10	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
4.5	Economic Survey Completed	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
4.6	Local Revenue Opportunities Identified	10	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
4.7	Local Revenue Opportunities adopted by PC	10	8		C	C	C	C	C	C	IP	C	IP	IP	IP			C
4.8	Local Revenue Law Passed by PC	10	6			C	C		C	C		C						C
5	Develop Investment Budgeting Process																	
5.1	Budgeting Process Model Developed	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
5.2	FAD and Directorates Trained on Investment Budgeting Process	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
5.3	FAD Trained on Revenues Estimation	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
5.4	Project List Cost Reviewed against Available Resources by GOs and FADs.	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
5.5	Project Priority List Developed for 2017 Budget	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
5.6	Investment Budget Preparation Procedures Adopted	10	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
6	Capacity Building (CB)																	
6.1	List of Capacity Needs Assessment Completed	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
6.2	Capacity Building Performed by GSP	12	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
6.2.1	Financial Management	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
6.2.2	Principles of Financial Control and Auditing	12	1	IP	C	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
6.2.3	Type of Financial Auditing Procedures	12	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
6.2.4	Warehouse and Property Management	12	0															
6.2.5	Different kinds of Accounting Procedures	12	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
6.2.6	Economic and Social Development	12	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
6.2.7	Develop a Manual on Sale and Lease of State Property Law	12	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
6.2.8	Training on the Governor's Roles and Responsibilities	12	0															
6.2.9	Develop a Manual on the Governor's Roles and responsibilities	12	0															
6.2.10	Develop a Manual on the Governor's Authorities	12	0															
6.2.11	Training on Administrative Investigation skills	12	0															

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
6.2.12	Prepare a Draft Notary Law	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
6.2.13	Training on Civil Service Law	12	0															
6.2.14	Workshops on the Development of Organizational Structure	12	6	IP	IP	IP	C	IP	IP	IP	C	IP	C	C	C	IP	IP	C
6.2.15	TA on Measuring Job Satisfaction	12	3	IP	IP	IP	C	IP	IP	IP	IP	IP	C	IP	C	IP	IP	IP
6.2.16	Integration between Investment and Operational Plan	12	0															
7	GO Org Chart and Roles and Responsibilities Developed																	
7.1	GO Org Chart Developed by GSP/Taqadum and Approved by HCCP	8	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
7.2	GO Org Chart Adopted by the Provinces	8	5		C		C	C	C					C				
7.3	Management Model of GO Org Chart Distribution of Roles and Responsibilities Updated and Presented	8	0															
7.4	Management Model of GO Org Chart Distribution of Roles, Responsibilities, and Authorities Officially Adopted	8	0															
8	Process Mapping and Streamlining of Citizen-Relevant Functions/Services																	
8.1	Service Directorates, GOs, PCs Trained on Process Mapping	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
8.2	No. of Functions/Services Process Mapped	118	202	X	15	16	11	12	17	13	19	15	10	7	18	X	X	49

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
8.3	Process Maps Shared Among Provinces	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
8.4	Service Directorates, GOs, PCs Trained on Streamlining	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
8.5	No. of Functions/Services Streamlined and Standardized/Province	118	143	X	14	16	8	12	15	3	15	9	7	11	13	X	X	20
8.6	Streamlined Functions/Services Adopted by Governor/PC	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
8.7	Number of Posted Streamlined Functions/Services per Province out of the Standardized 143 Functions (Cumulative)		1349	X	119	54	81	76	112	102	143	69	143	143	143	X	X	121
				Health	Education	PC	GO	Water	Sewer	Municipality	Municipalities							
8.8	No. of Functions/Services Streamlined per the Sectors above	118	143	24	19	14	17	18	20	14	17	X	X	X	X	X	X	X
8.9	No. of Functions/Services Posted	118	1349	216	188	101	114	223	237	123	167	X	X	X	X	X	X	X
9	Resolve Legal and Regulatory Issues Related to Decentralization																	
9.1	Legal Working Group Formed	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
9.2	Capacity Building Provided to Legal Workgroup	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
9.3	Draft Amendments to Conflicting Laws Developed	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
9.4	Proposed Amendments Referred by GOs/ PCs to COMs, and/or CORs for Adoption.	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
9.5	Notary Public Resolution Passed by PC	12	7		C	C	IP	IP	C	IP	C	IP	C	IP	C	C		IP
9.6	Power of Attorney Issued by Governor	12	9		C	C	C	IP	C	C	IP	C	C	IP	C			C
9.7	Administrative Investigation Mechanism Issued by Governor	12	9		C	C	C	C	C	IP	IP	C	C	IP	C			C
9.8	Legal Counseling Issued by Governor	12	8	C	IP	IP	C	C	C	IP	IP	C	C	IP	C			C
9.9	Property Management Issued by Governor	12	6		C	IP	C	C	C	IP	IP	IP	C	IP	C			C
9.10	Eminent Domain Issued by Governor	12	6		IP	IP	C	C	C	IP	IP	IP	C	IP	C			C
10	Roles, Responsibilities, Authorities and Relations between GO and Directorates																	
10.1	Roles, Responsibilities, and Authorities of GO and Directorates Defined	8	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
10.2	Roles, Responsibilities, and Authorities of GO and Directorates Adopted	8	11		C	C	C	C	C	C	C	C	IP	C	C			C
11	Technical Relationship Between Ministries and Provinces																	
11.1	Technical Relationship Between MMPW and Provinces Identified	5	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
11.2	Technical Relationship Between MOE and Provinces Identified	5	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
11.3	Technical Relationship Between MOH and Provinces Identified	5	0			IP												
12	SDIPs Implementation in SEVEN Provinces (37 Plans)																	
12.1	CB Provided to SDIP Implementation Committee	7	7	X	C	C	X	X	C	C	X	C	X	X	C	X	X	C
12.2	Short-Term (ST) Solutions' Action Plan Developed	7	7	X	C	C	X	X	C	C	X	C	X	X	C	X	X	C
12.3	Long-Term (LT) Solutions' Action Plan Developed	7	7	X	C	C	X	X	C	C	X	C	X	X	C	X	X	C
12.4	SOP for Service Delivery Monitoring Developed	7	7	X	C	C	X	X	C	C	X	C	X	X	C	X	X	C
12.5	ESDO Site Visit's Action Plan Developed	7	5	X	IP	IP	X	X	C	C	X	C	X	X	C	X	X	C
12.6	No. of Solutions in the SDIPs	638		X	129	103	X	X	104	61	X	69	X	X	104	X	X	68
12.7	No. of ST Solutions Implemented	447	438	X	72	68	X	X	68	40	X	64	X	X	75	X	X	51
13	Develop SDIPs in the FIVE Southern Provinces (27 Plans)																	
13.1	Capacity Building Provided to SDIP Development Committee	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X
13.2	SDPS Adopted	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X
13.3	Indicators and Gaps Identified	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X
13.4	SDIP completed	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X
13.5	CB Provided to SDIP Implementation Committee	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
13.6	Short-Term (ST) Solutions' Action Plan Developed	5	4	X	X	X	C	IP	X	X	C	X	C	C	X	X	X	X
13.7	Long-Term (LT) Solutions' Action Plan Developed	5	4	X	X	X	C	IP	X	X	C	X	C	C	X	X	X	X
13.8	SOP for Service Delivery Monitoring Adopted	5	3	X	X	X	C	C	X	X	IP	X	IP	C	X	X	X	X
13.9	ESDO Site Visit's Action Plan Developed	5	1	X	X	X	IP	IP	X	X	IP	X		C	X	X	X	X
13.10	No. of Solutions in the SDIPs	425					50	71			139		85	70				
13.11	No. of ST Solutions Implemented	128	55	X	X	X	9	7	X	X	18	X	4	21	X	X	X	X
13.12	Standard Performance Management System for Developing Service Delivery Plans Adopted	12	5		C	IP	IP	C	C	IP	C		IP	C	IP			IP
14	Post-Disaster Management in Three ISIL-Controlled Provinces																	
14.1	Capacity Building on Post Disaster Provided to Stakeholders	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X
14.2	Formed and Built Capacity of Management Teams (Crisis Cells)	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X
14.3	Formed and Built Capacity of Field Technical Teams (FTTs)	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X
14.4	Post-Disaster Action Plan Developed	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X
14.5	Emergency Response Guide Developed	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X
14.6	Detailed Field Assessment Forms Developed	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X
14.7	Initial Field Assessment Conducted	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah Ad Din	Wasit
14.8	Assessment Reviewed	5	4	C		X	X	X	X	C	X	X	X	X	X	C	C	X
15	e-Communication and SD e-Monitoring System																	
15.1	Buy-in of Provincial Leadership Obtained	8	14	C	C	C	C	C	C	C	C	C	C	C	C		C	C
15.2	.iq Domain Obtained to Start e-Communication	8	11	C	IP	C	C	C	IP	C	C	C	C	C	C			C
15.3	e-Communication System Implementation Began	8	6					C		C		C	C		C			C
15.4	e-Monitoring Implemented		1					IP	IP	IP	IP	IP	IP		IP			C

C: Completed

X: Not Applicable

IP: In Progress

ANNEX E: PERFORMANCE INDICATORS

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q4 Actual	Year-to-Date	Year – to – Date Variance	Variance / Notes
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention	Annually	74.14 %	74.16%	74.16%	0.02%	<ul style="list-style-type: none"> This is a life-of-project indicator that actual values of indicators were calculated in June 2016. Baseline was calculated in August 2014 with average of 68.90% Some notes on calculating the indicators of target sectors: <ul style="list-style-type: none"> Diyala Health Medical equipment baseline indicator was corrected from 28 to 60 Diyala Health Staff baseline indicator was corrected from 22 to 21.3 Wasit Water Citizen complaints response baseline indicator was corrected from 98 to 90 Baghdad Water Continuity indicator was removed because no official letter stating the value in June 2016 Baghdad Education indicators values represent the average of three directorates of Rusafa 2, Karkh 2 and Karkh 3
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	Semi- Annually	24	-	24	0	<ul style="list-style-type: none"> This indicator has been accomplished past quarters.

Indicator	Description		Reporting Frequency	Y5 Target	Y5 Q4 Actual	Year-to-Date	Year - to - Date Variance	Variance / Notes
3	Number of provincial staff trained to implement decentralization activities	Total	Quarterly	520	1,116	2,912	2,392	<ul style="list-style-type: none"> Very high positive variance is due to the high interest in the subject of decentralization implementation enrolling more than expected government officials. Participants are counted only once (unique) since the start of decentralization April 2014.
		Male		416	818	2,192	1,776	
		Female		104	298	720	616	
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan		Semi-Annually	70%	-	72%	2%	<ul style="list-style-type: none"> MOH has already transferred 11 out of 32 functions (4% of total 291 ready-to-transfer functions) MOE has already transferred 36 out of 41 functions (12% of total 291 ready-to-transfer functions) MMPW has already devolved 163 out of 218 functions (56% of total 291 ready-to-transfer functions).
5	Number of provincial local administration structures to manage decentralization defined		Semi-Annually	5	-	8	3	<ul style="list-style-type: none"> Total achieved is 15 against LOP of 12.
6	Number of local government staff trained on organizational development process mapping and procedures	Total	Quarterly	84	37	562	478	<p>High Positive variance is because:</p> <ul style="list-style-type: none"> During planning phase PC staff was excluded to be targeted but in the course of implementation, local governments, particularly PC Chairs, requested to be involved in this subject. Targeted departments and GOs requested to enroll more than planned staff in GSP/Taqadum activities in this subject
		Male		67	35	446	379	
		Female		17	2	116	99	

Indicator	Description		Reporting Frequency	Y5 Target	Y5 Q4 Actual	Year-to-Date	Year - to - Date Variance	Variance / Notes
7	Number of functions related to service delivery that are mapped, streamlined and posted		Semi- Annually	118	58	143	25	<ul style="list-style-type: none"> GSP has managed to make directorates of services, GOs and PCs process map 202 services and standardized (by 12 provinces) 143 streamlined services. Most of provinces have posted all 143 standardized (agreed-on) streamlined services. Some did a little less and in process to accomplish all. Disaggregated by province is not cumulative as each province is to publish the whole 143 streamlined services.
8	Number of units implementing newly devolved functions and authorities		Semi- Annually	12	-	25	13	<ul style="list-style-type: none"> Positive variance is because GSP/Taqadum had 15 GOs establish Financial Affairs Directorates (FADs) plus 10 GOs established Local Revenue Units (LRUs).
9	Number of local government staff trained on local revenue generation and collection	Total	Quarterly	195	39	348	153	<ul style="list-style-type: none"> Cumulative achieved so far is 522 against the LOP target of 468. Participants are counted only once (unique) since the start of local revenue activities.
		Male		156	31	260	104	
		Female		39	8	88	49	
10	Number of provinces that enhance budgeting, financial		Semi- Annually	9	-	11	2	<ul style="list-style-type: none"> To achieve this indicator, a province has to meet three thresholds out of the following four:

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q4 Actual	Year-to-Date	Year – to – Date Variance	Variance / Notes
	management, and internal control system						<ul style="list-style-type: none"> • Adopt an SOP for capital investment budget development • Establish Financial Affairs Directorates (FAD) with staff nomination • Adoption letter of existing guide published by Supreme Audit Board (SAB) is issued • List of prioritized projects is developed
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve confictions with decentralization	Semi- Annually	4	-	12	1	<ul style="list-style-type: none"> • Positive variance is because <i>GSP/Taqadum</i> has already achieved 12 against the LOP target of 11.
12	Number of drafted amendments to deconflict decentralization laws and regulations	Semi- Annually	12	-	35	23	<ul style="list-style-type: none"> • Positive variance is because GSP has managed to build consensus among all 12 governorates last quarters to draft amendments to 35 decentralization conflicting laws with 131 articles and have PCs/ GOs send official letters to COM/ COR.
13	Number of Sub-national entities receiving GSP/Taqadum assistance that improve their performance	Quarterly	270	610	1,117	847	<ul style="list-style-type: none"> • Positive variance is due to targeting the 10 newly directorates of the four newly targeted ministries (MOA, MOCH, MOLSA and MOYS). • New targets will appear in FY2017 (Y6). • Entities are counted only once since decentralization activities have been launched for the whole LOP.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q4 Actual	Year-to-Date	Year – to – Date Variance	Variance / Notes
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	Semi- Annually	25	-	25	0	<ul style="list-style-type: none"> Past quarters, Sectors of Education, Health, Municipality, Sewer and Water have already accomplished the following three thresholds in the five newly-target southern provinces: <ul style="list-style-type: none"> - Form Service Delivery Committee - Adopt the Service Delivery Performance Standards - Issue a letter of current performance indicators
15	Number of Service Delivery Improvement Plans drafted	Quarterly	25	-	27	2	<ul style="list-style-type: none"> Positive variance is because Karbala and Dhi Qar have done Municipalities SDIP as an extra achievement.
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	Quarterly	50%	4.55%	35.90%	-14.10%	<ul style="list-style-type: none"> Additional 29 out of total 638 solutions have been implemented during this quarter in the 7 originally targeted provinces. Cumulative implemented solutions so far are 440, a total of 69% against the 70% LOP target. In addition, 61 solutions out of 451 identified solutions implemented in the 5 southern provinces and will be counted next quarterly on. GSP/Taqadum is striving to assist governments to implement as many as possible of the solutions even though allocated budget was reduced to high extent.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q4 Actual	Year-to-Date	Year – to – Date Variance	Variance / Notes
17	Number of provinces implementing a systematized process for monitoring service delivery	Quarterly	9	1	9	0	<ul style="list-style-type: none"> Dhi Qar met the three thresholds of this indicator this quarter: <ul style="list-style-type: none"> Site visit report issued by related directorate including recommendations SOP for monitoring service delivery is developed Official order issued by GO addressed to target directorates to follow the approved SOP for monitoring the service delivery Target will be met in the coming quarter

PERFORMANCE INDICATORS BY PROVINCE (BABIL – WASIT)

No	Indicator		Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 4 ONLY							
						Actual ALL Provinces – Y5Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention		74.14%	74.16%	0.02%	74.16%	77.17%	67.40%	68.56%	71.05%	77.52%	84.49%	71.94%
2	Number of Decentralization Action Plans Developed and Submitted to HCCP		24	24	0	-	-	-	-	-	-	-	-
3	Number of provincial staff trained to implement decentralization activities	Total	520	2,912	2,392	1,116	63	139	53	98	110	56	90
		Male	416	2,192	1,776	818	47	92	41	73	75	40	73
		Female	104	720	616	298	16	47	12	25	35	16	17
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan		70%	72%	2%	4%	These functions with their authorities are devolved from three target ministries to all provinces						
5	Number of provincial local administration structures to manage decentralization defined		5	8	3	-	-	-	-	-	-	-	-
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	562	478	37	4	1	-	4	-	12	2
		Male	67	446	379	35	4	1	-	4	-	11	2
		Female	17	116	99	2	-	-	-	-	-	1	-

No	Indicator		Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 4 ONLY							
						Actual ALL Provinces – Y5Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
7	Number of functions related to service delivery that are mapped, streamlined and posted		118	143	25	58	119	54	112	102	113	143	121
8	Number of units implementing newly devolved functions and authorities		12	25	13	-	-	-	-	-	-	-	-
9	Number of local government staff trained on local revenue generation and collection	Total	195	348	153	39	-	3	-	-	3	-	2
		Male	156	260	104	31	-	3	-	-	3	-	2
		Female	39	88	49	8	-	-	-	-	-	-	-
10	Number of provinces that enhance budgeting, financial management, and internal control system		9	11	2	-	-	-	-	-	-	-	-
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflixtions with decentralization		4	12	1	-	-	-	-	-	-	-	-
12	Number of drafted amendments to deconflict decentralization laws and regulations		12	35	23	-	-	-	-	-	-	-	-
13	Number of Sub-national entities receiving GSP/Taqadum assistance that improve their performance		270	1,117	847	610	37	74	29	50	66	23	53

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 4 ONLY							
					Actual ALL Provinces – Y5Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	25	25	0	-	-	-	-	-	-	-	-
15	Number of Service Delivery Improvement Plans drafted	25	27	2	-	-	-	-	-	-	-	-
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	50%	35.90%	-14.10%	4.55%	1.10%	0.78%	1.88%	0.63%	0.16%	-	-
17	Number of provinces implementing a systematized process for monitoring service delivery	9	9	0	1	-	-	-	-	-	-	-

PERFORMANCE INDICATORS BY PROVINCE (ANBAR – SALAH AD DIN)...CONTINUED

No	Indicator		Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 4 ONLY								
						Actual ALL Provinces – Y5Q4	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention		74.14%	74.16%	0.02%	74.16%	-	-	-	-	-	-	-	-
2	Number of Decentralization Action Plans Developed and Submitted to HCCP		24	24	0	-	-	-	-	-	-	-	-	-
3	Number of provincial staff trained to implement decentralization activities	Total	520	2,912	2,392	1,116	41	101	54	103	106	64	30	8
		Male	416	2,192	1,776	818	39	64	48	76	67	51	25	7
		Female	104	720	616	298	2	37	6	27	39	13	5	1
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan		70%	72%	2%	-	These functions with their authorities are devolved from three target ministries to all provinces							
5	Number of provincial local administration structures to manage decentralization defined		5	8	3	-	-	-	-	-	-	-	-	-
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	562	478	37	-	5	7	1	-	1	-	-
		Male	67	446	379	35	-	4	7	1	-	1	-	-
		Female	17	116	99	2	-	1	-	-	-	-	-	-

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 4 ONLY									
					Actual ALL Provinces – Y5Q4	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
7	Number of functions related to service delivery that are mapped, streamlined and posted	118	143	25	58	-	81	76	143	143	143	-	-	
8	Number of units implementing newly devolved functions and authorities	12	25	13	-	-	-	-	-	-	-	-	-	
9	Number of local government staff trained on local revenue generation and collection	Total	195	348	153	39	-	15	13	1	-	2	-	-
		Male	156	260	104	31	-	8	12	1	-	2	-	-
		Female	39	88	49	8	-	7	1	0	-	0	-	-
10	Number of provinces that enhance budgeting, financial management, and internal control system	9	11	2	-	-	-	-	-	-	-	-	-	
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflictions with decentralization	4	12	1	-	-	-	-	-	-	-	-	-	
12	Number of drafted amendments to deconflict decentralization laws and regulations	12	35	23	-	-	-	-	-	-	-	-	-	
13	Number of Sub-national entities receiving GSP/Taqadum assistance that improve their performance	270	1,117	847	610	31	44	34	61	47	37	22	2	

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 4 ONLY								
					Actual ALL Provinces – Y5Q4	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	25	25	0	-	-	-	-	-	-	-	-	-
15	Number of Service Delivery Improvement Plans drafted	25	27	2	-	-	-	-	-	-	-	-	-
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	50%	35.90%	-14.10%	4.55%	-	-	-	-	-	-	-	-
17	Number of provinces implementing a systematized process for monitoring service delivery	9	9	0	1	-	-	1	-	-	-	-	-

ANNEX F: STAFFING – LONG-TERM SUPPORT AND PROFESSIONAL STAFF

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Ahmed Mohammed Salih Abd Alhassan	Project Specialist-Labor & Social Affairs	Program	Chemonics (IDS)	Long-Term	17-Jul-16	
Ahmed Mohsin Mohammed Al-Taweel	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	17-Jul-16	
Ali Abbas Resen Al-Zeyadi	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	06-Sep-16	
Ali Oufi Radhi Al-Maliki	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	28-Jul-16	
Anmar Abdulkareem Nassif AL-Hamadani	Project Specialist - Construction & housing	Program	Chemonics (IDS)	Long-Term	13-Jul-16	
Augar Mikhaeel Khoshaba	M&E Data Entry	Cross-Cutting	Chemonics (IDS)	Long-Term	05-Sep-16	
Eman Mahmood Tawfeeq Jebiril	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	01-Aug-16	
Ihsan Falah Hasan Wawia	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	17-Jul-16	
Imad Mohammed Radhi AlMohammed	Project Specialist– Agriculture	Program	Chemonics (IDS)	Long-Term	17-Jul-16	
Mohammed Oudah Dawood Al-Gayyim	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	26-Jul-16	
Mostafa Ibrahim Ismael	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	26-Jul-16	
Nada Ali Akbar	Knowledge Management Specialist	Admin.	Chemonics (IDS)	Long-Term	18-Sep-16	
Raid Ibrahim Hadi Mahboub	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	18-Jul-16	

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Said Jassim Mohsen Alsaady	Project Specialist-Organizational Development	Program	Chemonics (IDS)	Long-Term	05-Sep-16	
Nezar Abdulokhwa Muslim	Senior Service Delivery Specialist	Program	Chemonics (IDS)	Long-Term	20-Dec-11	08-Sep-16
Ninawa Philip Oshana Hirmiz	M&E Data Entry	Cross-Cutting	Chemonics (IDS)	Long-Term	01-Jul-15	20-Jul-16
Omar Ali Omar	Graphic Designer	Cross-Cutting	Chemonics (IDS)	Long-Term	14-Aug-16	29-Sep-16

SHORT-TERM TECHNICAL ASSISTANCE

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Lauren Marx	Program	Publication Manager	Chemonics (HO)	Short-Term	18-Sep-16	
Murat Daoudov	Program	PA Advisor	Chemonics (HO)	Short-Term	31-Jul-16	

ANNEX G: COMPLETED AND ONGOING PROCUREMENT

Procurement Activity	Achievements and Status
Extension: Services Agreement- Transportation Services GSP-SA-001	Signed on June 12, 2012 with Mr. Emad Mohammed Ali Extension time and Modification agreement: (9 months) from September 1, 2016 to May 31, 2017 Status: Ongoing
Services Agreement- Site Keeper/ Hilla GSP-SA-007	Signed on October 18, 2012 with Mr. Ali Hussein Abo Sood Kerkoosh Extension Time and Modification Agreement: (9 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Services Agreement- Generator Operator/ Hilla GSP-SA-008	Signed on October 18, 2012 with Mr. Jawdet Ghalib Sajit Al-Murshidy Extension Time and Modification Agreement: (9 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Services Agreement- General Service Assistant/ Hilla GSP-SA-010	Signed on October 1, 2012 with Mr. Haider Nadhum Mohammed Al-Shamoony Extension Time and Modification Agreement: (9 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Services Agreement- General Service Assistant/ Hilla GSP-SA-011	Signed on October 1, 2012 with Mr. Basheer AbdulZehra Hasan Al-Khafaji Extension Time and Modification Agreement: (9 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Services Agreement- Generator Operator/Hilla GSP-SA-012	Signed on October 1, 2012 with Ahmed Falah Hasan Abo Zerra Extension Time and Modification Agreement: (11 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Services Agreement-Transportation Services / Hilla GSP-SA-014	Signed on November 12, 2012 with Haider Abdul Redia Extension Time and Modification Agreement: from September 1 to November 13, 2016. Status: Ongoing

Procurement Activity	Achievements and Status
Services Agreement-Site Keeper / Hilla GSP-SA-13- 014	Signed on January 14, 2012 with Ali Hussein Naser Al-Shlah Extension Time and Modification Agreement: (11 months) from September 1, to July, 31 2016 Status: Ongoing
Services Agreement-Site Keeper / Hilla GSP-SA-13- 015	Signed on March 24, 2013 with Hassaneen Falah Hassan Extension Time and Modification Agreement: (11 months) from September 1, to July, 31 2016 Status: Ongoing
Services Agreement- General Service Assistant/ Hilla GSP-SA-13-022	Signed on October 29, 2013 with Mohammed Alwan Gassad Extension Time and Modification Agreement: (11 months) from September 1, to July 31, 2016 Status: Ongoing
Closed Escort and IZ badge Services GSP-FPSA-15-71	Signed on June 20, 2015 with Mohammed Ali Hussein Status: Closed on September 30, 2016
Extension time Services Agreement- Transportation Services GSP-SA-75	Signed on July 1, 2015 with Mr. Laith Hilan Fahad Extension Time and Modification Agreement: (9 months) from October 1, to June 30, 2017 Status: Ongoing
Extension time: Services Agreement - Backup Internet service for Baghdad Office GSP-FPSA-15-82	Signed on October 1, 2015 with Saad Salah Mohsin Extension time: (10 months) from October 1 to July 31, 2017 Status: Ongoing
Extension time Fixed Price Services Agreement- Graphic Designer GSP-FPSA-15-85 Saeed Lateef Al-Obeidi	Signed on December, 12015 with Mr. Saeed Lateef Al-Obeidi Extension time: (6 months) from October 01, 2016 to March 31, 2017 Status: Ongoing
Extension: Fixed Price Services Agreement- Freelance translator GSP-FPSA-15-87- Raghad Jabbar	Signed on December 1, 2015 with Miss Raghad Jabbar Extension time: (10 months) from October 1 2016 to July 31, 2017 Status: Ongoing

Procurement Activity	Achievements and Status
Extension: Services Agreement: Legal Services GSP-FPSA-16-96- Sarab K. Hassan	Signed on June 12 , 2016 with Al-Sarab Legal Office Extension time: (10 months) from October 1, 2016 to July 31, 2017 Status: Ongoing
Extension: Services Agreement: Internet Services GSP-FPSA-16-97- Internet Services (Talia)	Signed on June 30, 2016 with Talia Telecommunications Company Extension time: (10 months) from October 01, 2016 to July 31, 2017 Status: Ongoing
Extension: Services Agreement: Web Developer GSP-FPSA-16-98- Ammar Mohammed	Signed on June 1, 2016 with Ammar Mohammed Extension time: (10 months) from October 1, 2016 to July 31, 2017 Status: Ongoing
New Fixed Price Service Agreement: Fixed Price Services Agreement- Freelance translator GSP-FPSA-16-100 Farqad Noori Salih	Signed on August 30, 2016 with Farqad Noori Salih Duration of Contract: 4 months Contract Start: on August 30, 2016 Status: Ongoing
New Fixed Price Service Agreement: Fixed Price Services Agreement- Freelance translator. GSP-FPSA-16-101 Emad Jaleel Mohammed	Signed on September 8, 2016 with Emad Jaleel Mohammed Duration of Contract: 114 days Contract Start: on September 8, 2016 Status: Ongoing
New Fixed Price Service Agreement: Fixed Price Services Agreement- IZ Badges coordinator Mr. Ali Sattar Hobbi	Signed on October 1, 2016 with Mr. Ali Sattar Hobbi Extension time: (10 months) from October 1, 2016 to July 31, 2017 Status: Ongoing
Extension: Blanket Purchase Agreements GSP-BPA-12-007	Signed on October 30, 2012 with Akkad Translating Center Extension time: (11 months) from September 1 2016 to July 31, 2017 Status: Ongoing
Extension:	Signed on May 1 2013 with Baghdad Hotel

Procurement Activity	Achievements and Status
Blanket Purchase Agreements GSP-BPA-13-12- Hotel Services	Extension of the period at a reduced price: (11 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Extension: Blanket Purchase Agreements GSP-BPA-14-17- cartridges service	Signed on July 6 2014 with Jannat Al-Farah Co. Extension time: (11 months) from September 1 2016 to July 31, 2017 Status: Ongoing
Extension: Blanket Purchase Agreements GSP-BPA-16-20 Printing and design services	Signed on January 1 20, 2016 with Dan for printing House Extension time: (11 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Extension: Blanket Purchase Agreements GSP-BPA-16-21 Printing and design services	Signed on January 1 20, 2016 with Al-Ihsan Al-Daem Co. Ltd. for Digital Printing Extension time: (11 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Extension: Blanket Purchase Agreements GSP-BPA-16-22 Stationary services	Signed on February 18 2016 with Dar Al-Meezan Co. Extension time: (11 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Extension: Blanket Purchase Agreements GSP-BPA-16-24 Prepaid Recharge Cards	Signed on March 3, 2016 with Fadhl Center for Mobiles Extension time: (11 months) from September 1, 2016 to July 31, 2017 Status: Ongoing
Blanket Purchase Agreements GSP-BPA-16-25- cash delivery Pilot Foreign Exchange Company	Signed on June 1, 2016 with Pilot Foreign Exchange Company Extension time: (10 months) from October 1, 2016 to July 31, 2017 Status: Ongoing
New. Blanket Purchase Agreements GSP-BPA-16-26 Hotel services	Signed on October 1, 2016 with Mansour Hotel Duration of Contract: 10 months Contract Start: on October 1 2016 Status: Ongoing
WORKSHOPS AND TRAINING Provide training to the newly	GSP/Taqadum procured the hall, meals, stationary, loading and banners

Procurement Activity	Achievements and Status
<p>established SCs of the Directorates of Youth and Sport, labor and Social Affairs, Housing, Building, Agriculture, Road and Bridges on GSP/Taqadum's SOW, Law 21, Article 45 and Change Management</p> <p>Held in Baghdad- Al Mansour Hotel July. 26-27, 2016</p>	<p>Status: Completed</p>
<p>A Training on FAD financial and Procedures, Roles, Responsibilities and Reporting Mechanism and Present interacted planning and Budgeting Process</p> <p>Held in Erbil July 30 – 31, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants</p> <p>Status: Completed</p>
<p>VIP meeting with Baghdad PC Chair Dr. Riyadh Al-Adhahd</p> <p>Held in Baghdad province building August 05, 2016</p>	<p>GSP/Taqadum procured the meals and stationery</p> <p>Status: Completed</p>
<p>A workshop with Ministry of Labor and Social Affairs about the Technical Relation between the Ministry and Provinces</p> <p>Held in Baghdad- Baghdad Hotel August 21, 2016</p>	<p>GSP/Taqadum procured the hall, meals, stationary, loading and banners</p> <p>Status: Completed</p>
<p>Internal workshop to combine new targeted Ministries DMAP</p> <p>Held in Baghdad – Office Baghdad August. 21- 30, 2016</p>	<p>GSP/Taqadum procured accommodation in hotel, stationery and meals for the staff</p> <p>Status: Completed</p>
<p>Conduct a workshop to discuss the technical functions, reports, the technical relationship between the Directorate and the MOH and the</p>	<p>GSP/Taqadum procured the hall, loading, stationery, meals and banners for the staff and participants</p>

Procurement Activity	Achievements and Status
<p>accountability before and after the implementation of Article 45</p> <p>Held in Baghdad Cristal Ishtar Hotel August. 30- 31, 2016</p>	<p>Status: Completed</p>
<p>A Meeting with Salah Ad Din and Anbar Field Technical Teams Achievement Follow Up The Steps and Actions The Team Taken After Liberation</p> <p>Held in Baghdad Al Mansour Hotel September 21, 2016</p>	<p>GSP/Taqadum procured the hall, loading, stationery, meals and banners for the staff and participants</p> <p>Status: Completed</p>
<p>Agreement model joint meeting with HCCOSEC and 15 provinces</p> <p>Held in Baghdad Babylon Warwick Hotel.</p> <p>September 28, 2016</p>	<p>GSP/Taqadum procured the hall, loading, stationery, meals and banners for the staff and participants.</p> <p>Status: Completed</p>

COMPLETED AND ONGOING PROCUREMENTS (ERBIL)

Procurement Activity	Achievements and Status
<p>Blanket Purchase Agreement BPA-GSP-ERB-15-002</p>	<p>This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Van Royal Hotel from January 1 to December 31, 2015 Extension time: (8 months) from January 1, 2016 to August 31, 2016 Status: Closed</p>
<p>Blanket Purchase Agreement BPA-GSP-ERB-15-003</p>	<p>This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Sky Erbil Hotel from January 1 to 31 December 2015 Extension time: from September 1, 2016 to August 31, 2017 Status: In Process</p>

Procurement Activity	Achievements and Status
Blanket Purchase Agreement BPA-GSP-ERB-15-004	This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Quartz Hotel from January 1 to December 31, 2015 Extension time: from September 1, 2016 to August 31, 2017 Status: In Process
Blanket Purchase Agreement BPA-GSP-ERB-15-005	This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Canyon Hotel from January 1 to 31 December 2015 Extension time: from September 1, 2016 to August 31, 2017 Status: In Process
Blanket Purchase Agreement BPA-GSP-ERB-15-006	This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Nobel Hotel from January 1 to 31 December 2015 Extension time: from September 1, 2016 to August 31, 2017 Status: In Process
Lease Agreement BPA-GSP-ERB-15-007	This agreement is for the as needed to provide Rent Office Erbil center and accommodation to expats from Sky Erbil Hotel from January 1 to 31 December 2015 Extension time: from September 1, 2016 to September 30, 2017 Status: In Process
Blanket Purchase Agreement BPA-GSP-ERB-15-008	This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from EIH from 20 Aug. to 31 December 2015 Extension time and changing price: from September 1, 2016 to December 31, 2016 Status: In Process
Blanket Purchase Agreement BPA-GSP-ERB-15-009	This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Hilen De Ville Hotel from 20 Aug. to 31 December 2015 Extension time: from September 1, 2016 to August 31, 2016 Status: Closed
Blanket Purchase Agreement BPA-GSP-ERB-15-010	This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Ankawa Royal Hotel from 27 Oct. to 31 December 2015 Extension time: from September 1, 2016 to August 31, 2017 Status: In Process

Procurement Activity	Achievements and Status
Blanket Purchase Agreement BPA-GSP-ERB-15-011	This agreement is for the as needed to provide accommodation from Seever Hotel from 27 Oct. to 31 December 2015 Extension time: from January 1, 2016 to August 31, 2016 Status: Closed
Blanket Purchase Agreement BPA-GSP-ERB-15-012	This agreement is for the as needed to provide IT Equipment from High Tech Company from 27 Oct. to 31 December 2015 Extension time: from September 1, 2016 to August 31, 2017 Status: In Process
Blanket Purchase Agreement BPA-GSP-ERB-16-013	This agreement is for the as needed to provide accommodation, break, lunch, dinner and hall Services from Cristal hotel 21 Feb. 2016 to 30 September 2016 Extension time: from September 1, 2016 to August 31, 2017 Status: In Process
GSP-FPSA-ERB-14-006	Transportation Services- Signed on June 7, 2015 with Mr. Baher Azeez Asmaeel Extension time: from September 1, 2016 to August 31, 2017 Status: In Process
GSP-FPSA-ERB-14-008	Rent Car - Signed on June 1, 2015 with Mr. Nazar Hayder Shaker Extension time: from September 1, 2016 to September 30, 2017 Status: In Process
GSP-FPSA-ERB-14-009	Internet Services for Kirkuk Office– Signed on 1 Apr. 2015 With Mr. Ahmed Bahaa Aldeen Khorshid Extension time: from September 1, 2016 to September 30, 2017 Status: In Process
GSP-FPSA-ERB-14-0013	Internet Services for Erbil office – Signed on January 1 22, 2014 With Open Net Extension time: from September 1, 2016 to September 30, 2017 Status: In Process
GSP-FPSA-ERB-14-0025	Translation Services for Erbil office – Signed on 15 Aug. 2016 with Mr. Ahmad Abdurrahman Rasool Status: In Process

Procurement Activity	Achievements and Status
GSP-FPSA-ERB-14-0026	Internal transportation in Erbil City – Signed on 1 Aug. 2016 with Mr. Salih Mohammed Ahmed Status: In Process
GSP-FPSA-ERB-14-0027	Translation Services for Erbil office – Signed on 22 Aug. 2016 with Mr. Bizhar Mohammed Tahir Ahmed Status: In Process
GSP-FPSA-ERB-14-0029	Translation Services for Erbil office – Signed on 24 Aug. 2016 with Mr. Mr. Chato Salih Status: In Process
GSP-FPSA-ERB-14-0030	Lawyer service for Erbil office – Signed on 1 Aug. 2016 with Mrs. Zaman Ali Status: Complete
GSP-FPSA-ERB-14-0031	Lawyer service for Erbil office – Signed on 7 Aug. 2016 with Mr. Fouad Ali Sharif Status: Complete
GSP-FPSA-ERB-14-0032	Translation Services for Erbil office – Signed on 7 Sep. 2016 with Mr. Khaldoun AlMofti Status: In Process
GSP-FPSA-ERB-14-0033	Translation Services for Erbil office – Signed on 7 Sep. 2016 with Mr. Khalil Salih Status: In Process
Training – Provide TA to the newly established Sectoral Committees of the Directorates of the Youth and Sport, labor and Social Affairs on GSP/Taqadum's SOW, Law 21, Article 45 and Change Management Held in Erbil July 20, 2016	GSP/ Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Sky Erbil Hotel Status: Completed
Training – Provide TA to the newly established SCs of the Directorates of Agriculture, Building and Roads and Bridges on GSPTaqadum's SOW, Law 21,	GSP/ Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Sky Erbil Hotel Status: Completed

Procurement Activity	Achievements and Status
Article 45 and Change Management Held in Erbil July 21, 2016	
Training – A Training on FAD financial Procedures, Roles, Responsibilities and Reporting Mechanism and Present Planning and Budgeting Process Held in Erbil July 31- August 1, 2016	<i>GSP/ Taqadum</i> procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Ankawa Hotel Status: Completed
Workshop – Provide TA to share the results of the initial analyses WS for review and document the notes discussed by the province with SCs in Agriculture, Youth and Sport, Labor and Social Affairs, Housing, Buildings and Roads and Bridges Directorates Held in Erbil August 4-5, 2016	<i>GSP/ Taqadum</i> procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Ankawa Hotel Status: Completed
Meeting – First STTA meeting with Provincial Representatives to develop a new management model for GO Held in Erbil August 8-9, 2016	<i>GSP/Taqadum</i> procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Sky Erbil Hotel Status: Completed
Workshop – Hold a workshop for the Newly added Directorates of Agriculture for all Provinces Except Ninawa, Anbar and Salah Ad Din to introduce the concept of SDIP, its methodology and strategic planning principles Held in Erbil August 21-22, 2016	<i>GSP/ Taqadum</i> procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Cristal Hotel Status: Completed
Workshop – Hold a workshop	<i>GSP/ Taqadum</i> procured accommodation, training halls,

Procurement Activity	Achievements and Status
<p>for the Newly added Directorates of labor and Social Affairs (Orphanages, and Vocational Training) for all Provinces Except Ninawa, Anbar and Salah Ad Din to introduce the concept of SDIP, its methodology and strategic planning principles Held in Erbil August 21-22, 2016</p>	<p>stationary, meals and coffee breaks for attendees in Canyon Hotel Status: Completed</p>
<p>Workshop – Hold a workshop for the Newly added Directorate of Roads and Bridges for all Provinces Except Ninawa, Anbar and Salah Ad Din to introduce the concept of SDIP, its methodology and strategic planning principles Held in Erbil August 23-24, 2016</p>	<p><i>GSP/ Taqadum</i> procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Erbil International Hotel Status: Completed</p>
<p>Workshop – Hold a workshop for the Newly added Directorate of Youth and Sport for all Provinces Except Ninawa, Anbar and Salah Ad Din to introduce the concept of SDIP, its methodology and strategic planning principles Held in Erbil August 23-24, 2016</p>	<p><i>GSP/ Taqadum</i> procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Canyon Hotel Status: Completed</p>
<p>Meeting - Hold a meeting with representatives from the Ministries, Provinces, SAB and COMSEC to discuss the Monitoring, Oversight, and Accountability Framework and Mechanisms among the National and Provincial Governments (GO, PC, Directorates) Held in Erbil September 25-26, 2016</p>	<p><i>GSP/ Taqadum</i> procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Sky Erbil Hotel Status: Completed</p>

COMPLETED AND ONGOING PROCUREMENTS (HILLA HUB)

Procurement Activity	Achievements and Status
Blanket Purchase Agreement GSP-BPA-H-017	New Blanket purchase agreement GSP-BPA-H-017 Al-Taif Company to provide Internet services to the Wasit embedded office Active to July 31, 2017 Status: In Process
Blanket Purchase Agreement GSP-BPA-H-030	New Blanket purchase agreement GSP-BPA-H-030 Torn Center for Internet and Computers to provide Internet line for Najaf Office Active to July 31, 2017 Status: In Process
Extending Blanket Purchase Agreement GSP-BPA-H-032	The Extending Blanket purchase agreement GSP-BPA-H-0032 Active to July 31, 2017 Hassan net Group to provide Internet to Hilla main office Status: In Process
Extending Blanket Purchase Agreement GSP-004	The Extending Blanket purchase agreement GSP-004 Active to July 31, 2017 Al-Sakr Al-Araby Office to provide Hilla Main Office with fuel Status: In Process
Extending Blanket Purchase Agreement GSP-0014	The Extending Blanket purchase agreement GSP-BPA-H-0014 Al-Noor Center to provide Diwaniyah GSP Office with Internet services Active to July 31, 2017 Status: In Process
Blanket Purchase Agreement GSP-0026	Blanket purchase agreement GSP-BPA-H-0026 Sarah Net to provide backup Internet for Hilla Hub Office Active to July 31, 2017 Status: In Process
Extending Blanket Purchase Agreement GSP-0033	Blanket purchase agreement GSP-BPA-H-0033 Afak Technology to Provide Internet for Basra office with Internet services Active to July 31, 2017 Status: In Process
Blanket Purchase Agreement	Blanket purchase agreement GSP-BPA-H-0029

Procurement Activity	Achievements and Status
GSP-0029	EarthLink to Provide Muthanna Office with Internet services Active to July 31, 2017 Status: In Process
Extending Blanket Purchase Agreement GSP-0024	The Extending Blanket purchase agreement GSP-BPA-H-0024 Majd Al-Awael to provide Internet for Dhi Qar Office with Internet Services Active to July 31, 2017 Status: In Process
Blanket Purchas Agreement GSP-0031	Blanket purchase agreement GSP-BPA-H-0031 Hassanain technical shop to provide Babil Office with Internet services Active to July 31, 2017 Status: In Process
Blanket Purchas Agreement GSP-0025	Blanket purchase agreement GSP-BPA-H-0025 Bawabat Al-Ghad office to provide Maysan Office with Internet services Active to July 31, 2017 Status: In Process
Blanket Purchase Agreement GSP-0028	Blanket purchase agreement GSP-BPA-H-0028 Afaq Al-Fiker Company to provide Karbala Office with Internet services Active to July 31, 2017 Status: In Process

Anticipated Major Procurements for FY-2017-Q1

- Stationery and materials for *GSP/Taqadum* activities
- Printing *GSP/Taqadum* legacy reports, brochures and manuals for all partner provinces

ANNEX H: COST SHARING

Project Activity Cost Share (PACS) records all resources mobilized by the GO/GOI to design, review, and engage the Taqadum project. PACS is provided on a quarterly basis. The PACS could comprise office space, conference or training facilities, transportation, service/ utility (electricity for embedded offices), and time spent by GO/GOI (labor in-kind contribution) to:

- Allocate embedded office space in GO/GOI as evidenced by letters of authorization and/or pictures of embedded offices.
- Undertake an activity (training, technical assistance, conference, workshop, or meeting). This is documented by Taqadum activity reports.
- Implement and execute the agreed activity in the work plan as evidenced in Taqadum activity reports and/or supporting material of the concerned activity.
- Allocate or rent temporary conference and training facility and services. This is documented by an event cost share form, attendance sheets, and by a completed event evaluation form.

COST SHARING AFTER JUNE 30, 2014 AND THE EXTENSION THROUGH SEPTEMBER 30, 2016

Province	Activity Cost Sharing Only Y3Q4	Activity Cost Sharing Whole Y4	Activity Cost Sharing Only Y5Q1	Activity Cost Sharing Only Y5Q2	Activity Cost Sharing Only Y5Q3	Activity Cost Sharing Only Y5Q4	Total
Anbar	-	\$27,769	\$17,108	\$10,918	\$2,567	\$11,097	\$69,459
Babil	\$15,286	\$91,448	\$16,881	\$19,188	\$27,583	\$16,317	\$186,703
Baghdad	\$62,912	\$189,466	\$46,600	\$63,240	\$68,090	\$51,811	\$482,119
Basrah	-	\$56,063	\$28,068	\$33,422	\$21,633	\$29,983	\$169,169
Dhi Qar	-	\$39,462	\$23,048	\$17,311	\$19,014	\$21,167	\$120,002
Diwaniyah	\$29,803	\$98,652	\$18,069	\$28,549	\$19,886	\$22,871	\$217,830
Diyala	\$1,556	\$88,436	\$26,639	\$23,062	\$31,188	\$27,866	\$198,747
Karbala	-	\$29,992	\$25,259	\$24,889	\$17,920	\$25,827	\$123,887
Kirkuk	-	\$95,582	\$23,587	\$34,634	\$19,246	\$28,909	\$201,958
Maysan	-	\$49,548	\$29,200	\$27,709	\$24,717	\$23,566	\$154,740
Muthanna	-	\$32,151	\$20,883	\$18,285	\$12,600	\$14,196	\$98,115
Najaf	\$32,226	\$146,198	\$22,703	\$37,680	\$27,695	\$36,967	\$303,469
Ninawa	-	\$43,706	\$13,792	\$2,734	\$13,279	\$4,266	\$77,777
Salah Ad Din	-	\$20,381	\$19,758	\$16,311	\$7,430	\$15,579	\$79,459
Wasit	\$35,278	\$98,700	\$24,811	\$54,792	\$30,643	\$33,254	\$277,478
Total	\$177,061	\$1,107,554	\$356,405	\$412,725	\$343,490	\$363,678	\$2,760,914